

BOARD AGENDA DRAFT

Date: 22 September 2011

Secretariat

Time: 13:00 – 15:00

Debbie Nippres

Place: Business Centre
Histon

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STANDING ITEMS

Time	Item	Title	Paper no	Page
13:00	1	Declaration of Interests	VERBAL	
	2	Minutes of the previous meeting		2-1
	3	Actions from the previous meeting		

ITEMS FOR STRATEGIC DISCUSSION

Time	Item	Title	Paper no	Page
13:15	4	Closure and Transition: a) Board Governance b) Updated programme plan & closure timetable c) Performance management Q2 d) Risk management e) Finance management (bad debt write off)		
	5	Transfers: a) HCA b) GBI c) BIS Local d) Sub National Intelligence	VERBAL	
	6	Business Link Evaluation		
	7	EEDA's contribution to economic growth: a) Visit to the Hauser Forum b) Proposal from the Woodland Trust		

ANY OTHER BUSINESS

14:30 to 15:00	Private session with Board Members Only
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BOARD MINUTES

Title:	Board minutes	Minute taker
Meeting date:	1 July 2011	Ed Palferman, 01223 231080
CONFIDENTIALITY STATUS	PUBLIC	

Attendees – Board

Present in the room:

William Pope, Chair

Madeline Russell, Shona Johnstone,

On the phone:

Stuart Evans, Colin Riordan (Present Part), Karen Livingstone, Peter McCarthy-Ward, Edward Iveagh

Attendees – Chief Executive’s Team

Deborah Cadman, Chief Executive

David Hipple, Executive Director, Corporate Services

Attendees – externals

None

Attendees – officers and externals joining

Jim Dore – EEDA Head of Finance

Apologies

Paul Burall, Robert Swann, Marco Cereste, Sheila Childerhouse

This meeting is to deal solely with the draft Annual Report and Accounts 2010/11.

Item 1: Declaration of Interests

None

Item 2 : Minutes of the previous meeting – 2 June 2011

To be approved at the Board Meeting on Thursday 22 September 2011.

Item 3: Annual Report and Accounts 2010/11

David Hipple introduced the item and presented the background to the paper saying that EEDA’s Audit Committee had considered the Annual report and Accounts in some detail earlier on in the week.

Jim Dore ran through the significant statements in the Report that had been subject to change or questioning in recent weeks and provided an update on the audit status. The audit status was in the final stages. The Audit Completion Report was received on Wednesday (29 June) and offers an unqualified opinion.

Jim explained that the accounts had been compiled on a going concern basis and the Audit Committee earlier in the week had reviewed changes proposed by the NAO together with significant issues in respect of the accounts (in particular the disclosure of post balance sheet events).

Three principle amendments have been made after the papers were circulated and these were:

- The treatment of capital grants by CIP and in the consolidation – the NAO had advised to treat this as deferred income;
- The value of land and property assets had been overstated by £62,000 – this was due to a subsequent revaluation of one land and property asset;
- The provision for Business Link closure liabilities had been removed – the NAO felt that the decision around had not been made before March 2011 (the letter giving 6 months notice on the contract was issued after this date. The provision removed was for £2.4m.

Updates had also been made to all five of the major statements and associated notes.

Two further issues were raised at Audit Committee:

- A further note was added to Note Three around redundancy costs – the NAO were happy with this;
- Note 10 had been rewritten, showing and explaining losses.

The NAO have requested an amendment to Note 22 (on post balance sheet events) to refer to the transfer of the ERDF function on 1 July, but EEDA is awaiting guidance on the level of disclosure required.

Jim outlined the remainder of the process highlighting that the Report and Accounts would be laid before Parliament on 18 July.

Karen Livingstone provided input from the perspective of the Audit Committee discussion earlier in the week. She said the Committee went through the accounts and the NAO's report thoroughly and agreed changes to some of the notes to the accounts. Karen highlighted the Emphasis of Matter issue and said it was required to clarify the fact that the Public Bodies Bill had not yet passed.

Peter questioned the reduction in programme expenditure by £2.5m. Jim clarified that this was the ripple effect of removing the Business Link closure provision.

Will concluded that the Board was moving towards approval and suggested that the Board empower the Executive team to “approve subject to non-material changes”. This would give Deborah Cadman and David Hipple authority to approve a final version once final non-material amendments were made.

Peter commented on the Chair's statement saying that it could perhaps be reviewed for its, especially the sentence relating to abolition of the regional development agencies. Will agreed that he was happy for this to be reviewed and amended as necessary.

The Board expressed its thanks to the finance team for its work on the accounts and in ensuring that EEDA's spend was within 0.5% of budget.

The Board approved the Annual Report and Accounts.

BOARD MINUTES

Any other business

Date of next meeting: 22 September 2011.

Sign off and date:

Will Pope, Chair

BOARD PAPER

Title:	Board Governance	Paper no:	4 (a)
Item no:		David Hipple	
Meeting date:	22 September 2011		
Directorate:	Internal		
CONFIDENTIALITY STATUS	UNCLASSIFIED		
RISK LEVEL	MODERATE		
PAPER TYPE	DECISION		
BOARD CHAMPIONS			

ISSUE/PURPOSE OF PAPER

This paper requests the boards agreement to close the Transition and Closure Committee and to formalise the closure of the Performance and Resources Committee.

RECOMMENDATIONS

The Board is asked to approve the following recommendations:-

- To close the Transition and Closure Committee
- To formally close down the Performance and Resources Committee (which was put “on ice” last year). Note that the Strategy Committee was formally closed in October.

KEY POINT SUMMARY

Following the governments decision to close RDA's, EEDA set up a committee of the board to deal with, and monitor the progress on the process of closing the organisation. As the transition and closure process is now at an advanced stage, the principal remaining activity for the board is to oversee the orderly transition of functions where applicable and the efficient closure of EEDA. It is therefore appropriate that the board takes over the closure responsibilities itself. To achieve this we must formally dissolve the Transition and Closure committee.

When the committee structure was revised last year we put the Performance and Resources committee “on ice”. The Strategy Committee was formally closed in October. As a matter of good governance we should also formally close them down and terminate their membership.

Reviewed at CET	6 September 2011
Final draft approved by Executive Director	7 September 2011

EAST OF ENGLAND DEVELOPMENT AGENCY CLOSURE AND TRANSITION PROGRAMME

Document: Closure and Transition Programme Brief
Version: 7.0
Owner: Deborah Cadman, Chief Executive and Programme Sponsor
Prepared by: Sara Rodriguez-Jimenez, Programme Manager
Issue date: 01/09/2011

VERSION HISTORY

Version	Date	Comments
1.0	01/09/2010	
2.0	15/11/2010	
3.0	15/12/2010	
4.0	10/01/2011	
5.0	18/03/2011	Following Closure and Transition Committee Discussion
6.0	15/06/2011	Incorporating changes following programme updates and completion of tasks
7.0	01/09/2011	Incorporating changes following programme updates and completion of tasks

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1. PURPOSE

The purpose of this programme plan is to ensure EEDA carries out the transition and closure in an orderly way and that is also fair and equitable to its entire staff. It defines the objectives, milestones, and key projects that will achieve this purpose.

This plan will remain a live document throughout the delivery of the programme in order to respond to changing circumstances, particularly given the range of ongoing uncertainties regarding future policy and funding decisions.

2. BACKGROUND

Building on the Coalition Agreement, the Government's Emergency Budget set out the explicit intention that RDAs will be abolished. The Public Bodies Bill, announced in the Queen's Speech, will allow for RDAs to be abolished and enable local enterprise partnerships (LEPs), though alternative legislative vehicles are also being considered (CLG Localism Bill).

Local authority and business leaders have established Local Enterprise Partnerships (LEPs) across the region to take on the role of supporting and promoting economic development and growth. The following LEPs have been established in the East of England:

- Hertfordshire LEP
- South East Midlands LEP
- Greater Cambridge / Greater Peterborough LEP
- Kent & Greater Essex & East Sussex LEP
- New Anglia LEP (covering Norfolk and Suffolk)

The White Paper 'Going for Growth' published in 2010, sets out the Government's approach to sub-national growth with some RDA functions transferred to the national level and to other organisations. BIS are working to a timetable of RDA closure by March 2012. EEDA's approach to closure and transition reflects national policy whilst continuing to secure economic benefits and support future economic development capability in the East of England.

3. MISSION, VALUES, AND STRATEGIC OBJECTIVES

EEDA has a clear mission ***to secure effective and efficient organisational closure by March 2012 in a way that is fair to all its staff, and support –where appropriate- the transfer of functions and programmes and projects from EEDA to successor bodies.***

Throughout the closure and transition programme we will continue to display our corporate values of:

- **Ensuring openness and transparency**
- **Being accountable**
- **Demonstrating excellence through effective delivery and value for money**
- **Behaving with integrity as a supportive, and responsible**



BIS is implementing the Government's decision to abolish Regional Development Agencies by March 2012, which is part of the process of reforming the system of sub-national economic development. In the wind up or transfer of RDA activity BIS aim to:

- Ensure that RDA governance arrangements during transition satisfy Parliament and Ministers' requirements for appropriate oversight and control.
- Ensure that RDA transition achieves value for money.
- Ensure that RDA transition costs are kept to a minimum.
- Put in place cost-effective arrangements to manage out residual business (where responsibilities cannot be transferred to other bodies) in a way that balances the need to maximise the value from the project with the need to minimise additional cost.
- Prepare and agree and implement transitional plans to manage out assets and liabilities.
- Sustain performance at each RDA while its continuing functions are transferred to other bodies and the Agencies functions cease, so that the impacts of the transition process on businesses, partners and counterparties to contracts are minimised.
- Secure transfers for RDA staff with rights to transfer (with continuing functions) and to ensure that all staff are treated fairly.

The objectives for EEDA's closure and transition programme have been derived from the above national objectives to secure the closure of EEDA by March 2012 and support the transition of functions and staff where appropriate, by ensuring:

- Support and assistance for all EEDA staff in securing alternative employment during or following closure.
- Transfer functions and programmes to future delivery vehicles where appropriate, and effective and timely closure of activity for those functions and programmes that will not continue following EEDA's closure.
- EEDA's learning and best practice is appropriately captured so that organisations charged with future delivery can benefit from EEDA's legacy.
- The disposal of assets and management of liabilities is done in accordance with Government frameworks and legal requirements whilst continuing to secure economic benefits for places in the East of England.
- The successful completion of all projects within the programme within value for money considerations and budgetary and operational constraints.

4. RISKS

A full risk assessment has been conducted and risk management reports are considered by the Management team and Board on a monthly basis.

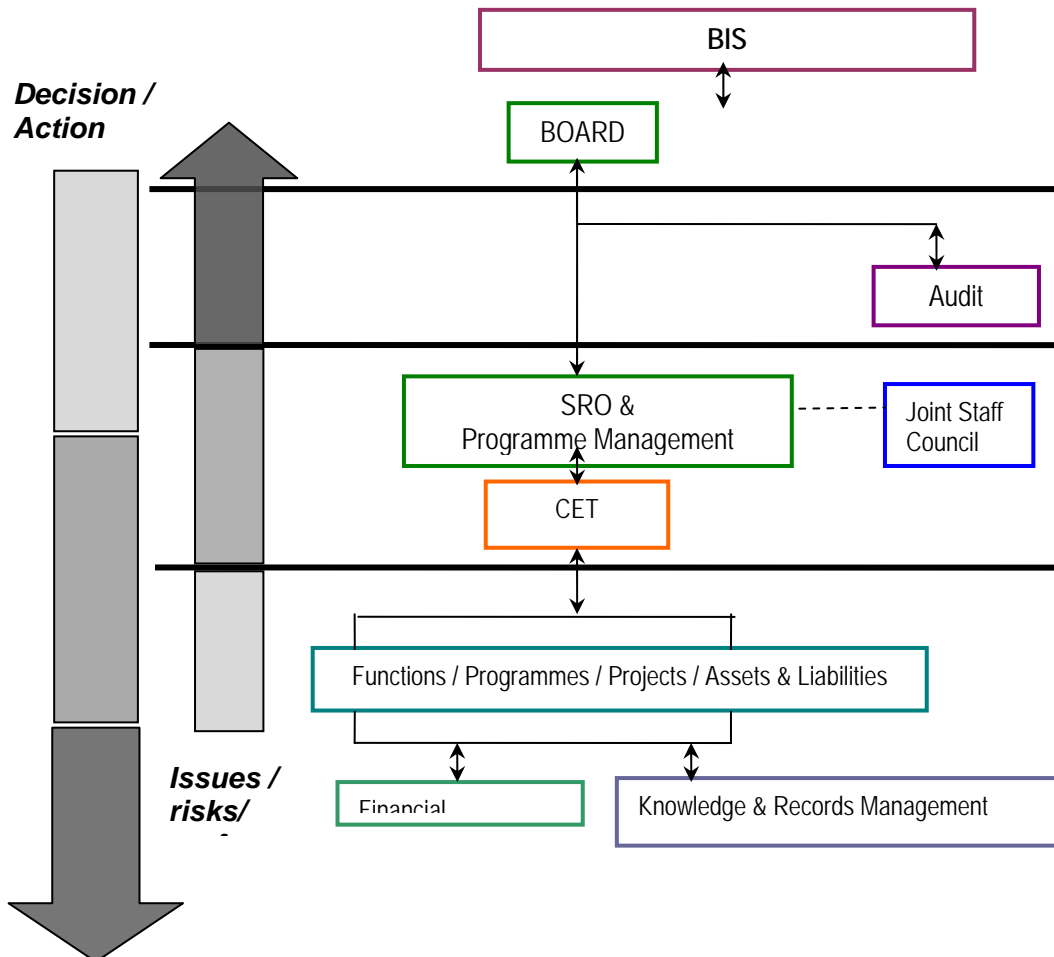
The success of this programme depends on a number of critical factors outside EEDA's control, namely:

- Clarity from Government Departments and BIS in particular about the future policy for economic development, including future delivery responsibilities for functions currently managed by EEDA's that will be continued.
- Clarity on the National Framework for transition, including support and advice on HR, assets and liabilities.

- Willingness from local partnerships (LEPs) and/or their constituent organisations to accept leadership or ownership of projects and programmes.

5. GOVERNANCE

Overview of governance arrangements:



EEDA BOARD

The Board have ultimate oversight and final decision making on the strategy for transition. Where appropriate, issues will be taken to Audit Committee for scrutiny and quality control.

It is responsible for agreeing the overall closure and transition strategy. Key responsibilities include:

- To determine and oversee closure and transition actions for EEDA across the full range of EEDA's economic development functions.
- To consider and agree the project plan for closure and transition activities.
- To ensure that EEDA carries out the closure and transition in an orderly way, which is fair and equitable to all its staff and stakeholders.

- To decide human resource matters, including agreeing terms and conditions of service for all staff and agreeing pay and grading structures and the annual pay remit.

AUDIT COMMITTEE

The Audit Committee reports to the Board on the adequacy of EEDA's risk management process. On behalf of the Board, it considers the annual risk management strategy, annual risk management review, audit strategy and audit plans and advises the Chief Executive and Board making recommendations as appropriate.

The Committee is also responsible for reviewing the Annual Report and Accounts, monitoring and ensuring compliance with EEDA's Accountability and Financial Framework identifying any significant matters when they arise, and advising the Accounting Officer and Board on assurances relating to corporate governance requirements for the organisation.

The Audit Committee has agreed a new programme of work focused on:

Theme		Activity
1.	Governance and Management of the Agency	<ul style="list-style-type: none"> • Assurance on the adequacy and effectiveness of the closure & transition plan and arrangements for closure of the Agency. • Focusing upon the most significant risks to the Agency as the closure & transition plan is rolled out and in particular to reflect the outcome of the refresh of the Corporate Risk Register for 2010/11 by the Chief Executive's Team on 3 August 2010, and any future updates.
2.	Corporate Programmes	<ul style="list-style-type: none"> • Assurance over the adequacy of governance and management arrangements to deliver the expected outcomes and fulfil EEDA's financial commitments • Assurance over the adequacy of the links and dependencies of the programmes with the closure & transition workstreams, in particular those relating to programmes and projects and the transfer of functions • Carrying out 'closure audits' on EEDA's arms length bodies and specific contracts and projects.
3.	Fundamental Processes and Systems	<ul style="list-style-type: none"> • The audit of EEDA's key systems and controls remains a priority, to ensure that the Agency fulfils its statutory responsibilities and fully complies with the legal and regulatory frameworks through transition to closure. There will be more emphasis on substantive testing. • This work underpins the NAO's external audit of the Agency's financial statements and will be essential in supporting the Accounting Officer's Statement on Internal Control for 2010/11. • The risks of non-compliance with key controls are likely to increase during the closure & transition as staff leave and the closure potentially impacts on staff morale and motivation.
4.	Area Working	<ul style="list-style-type: none"> • It is anticipated that rather than a focus on the activities of the area teams as originally planned, internal audit will provide assurance over the teams' contribution to wider programme governance, and the delivery of the closure and transition plan.
5.	Follow-up Activity	<ul style="list-style-type: none"> • The focus moving forward will be on the management actions associated with risks to the Agency as whole rather than individual activities. All of the

		risks associated with key financial systems will continue to be followed up.
6.	Emergent Risks, Issues and Priorities	<ul style="list-style-type: none"> Responding flexibly to the requirements of the Accounting Officer and the Audit Committee in providing assurance on the governance, risk management and control activities operating over programmes and activities. It is anticipated that an increasingly significant proportion of internal audit time will be taken up in responding to such requests.

Members of the Audit Committee:

- Karen Livingstone, Chair
- Peter McCarthy-Ward, Vice Chair
- Marco Cereste
- Robert Swan
- Shona Johnstone
- Colin Riordan

EEDA CLOSURE AND TRANSITION STEERING GROUP (CET)

The EEDA Closure and Transition Steering Group is led by the CEO and comprises senior managers leading different elements of the transition / closure.

The group acts as an executive of the Board and provide support by:

- Overseeing closure and transition actions for EEDA across the full range of EEDA's economic development functions, based on the overall closure and transition strategy agreed by this group.
- Ensuring that EEDA carries out this process in an orderly way which is fair and equitable to its entire staff.
- Providing regular performance and risk management updates to the Board.
- Securing appropriate engagement with the Joint Staff Council, RDA network, and BIS on closure and transition matters.
- Ensuring effective external and internal communications on these matters.

Membership of the Closure and Transition Steering Group includes the full Chief Executives Management Team, led by Deborah Cadman, Chair and Programme Sponsor, and the Programme Manager, Sara Rodriguez-Jimenez.

CLOSURE AND TRANSITION PROGRAMME MANAGER

The programme manager is responsible for advising and supporting the CEO, CET, and the Board in leading the organisation through closure and transition through:

- Providing overall project management and ensuring the EEDA Transition Steering Group and CET are able to monitor progress effectively
- Identifying, and ensuring mechanisms are in place to identify, potential issues and barriers to delivery and reporting these as appropriate
- Driving specific project work, including project managing individual work streams where appropriate.
- Maintaining and reporting on the closure and transition risk plan and risk register

6. FAIRNESS AGENDA IN DELIVERING TRANSITION / CLOSURE

In line with the steer provided by EEDA's Equality Advisory Group, a panel of equality experts representing the business, public and third sector organisations, we will undertake all activities on closure and transition in a way that promotes equality and ensures fairness.

All staff Voluntary Exit Schemes and Compulsory Redundancy Scheme have been subjected to a full Equality Impact Assessment.

7. PROJECTS WITHIN THE CLOSURE AND TRANSITION PROGRAMME

The key projects within the programme have been structured around the final organisational structure comprising two main Directorates, dealing with all internal and external activity respectively regarding closure and transition. Individual project plans have been developed for the following areas:

- **Internal Activities:**

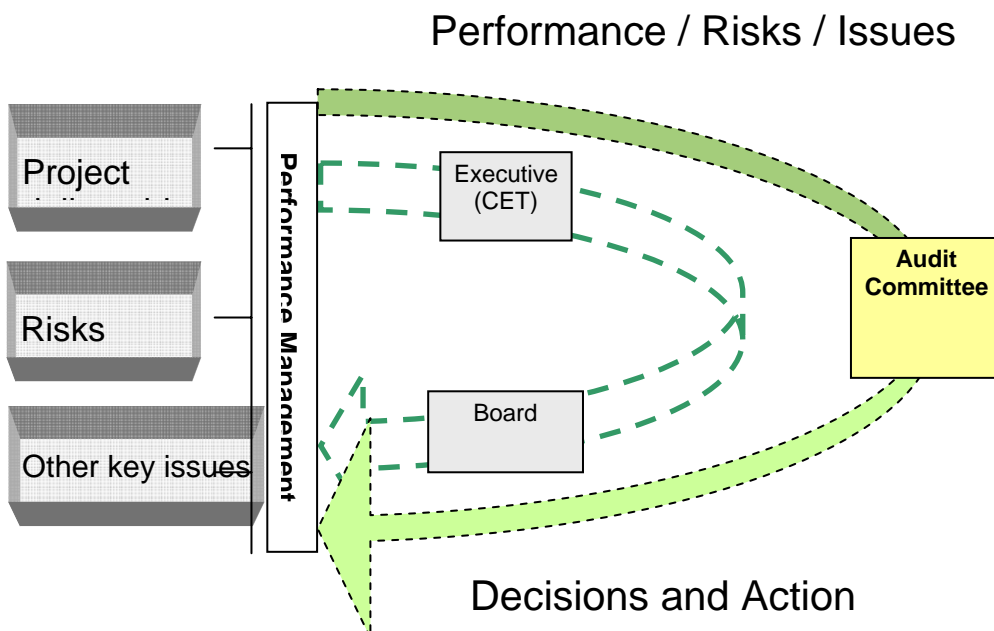
- a) Programmes and Projects
- b) People
- c) Knowledge Management
- d) Financial Management

- **External Activities:**

- e) Statutory Planning
- f) RBSIS
- g) Business Support
- h) Innovation
- i) ESF

Performance Management

Progress towards delivering objectives under each work strand will be regularly monitored by the relevant task group with reporting at CET, the Board, and the Audit Committee as represented in the figure below:



OVERVIEW CLOSURE TIMETABLE

	SEPT	OCT	NOV	DEC	2011 -2012						
					JAN	FEB	MAR	APR	MAY	JUN	
Transfer of functions / projects											
GBI & VCL transfers											
HCA transfer											
Closure of Business Link, EEIDB, RBSIS											
GRAD transfer											
Closure of MAS contract											
Closure of ESF contract											
ERDF transfer audit											
Agency close down											
Dilapidations and exit from Victory House											
Co locatee access to EEDA systems withdrawn											
Migration to external email accounts											
Commitments and closure cost returns to BIS											
HCA transfer audit											
NAO planning visit											
Telephone landlines cancelled – main numbers to mobiles											
Phone system decommissioned											
Disposal of redundant ICT systems											
Transfer of BC responsibility to new tenants											
Closure of all contracts to supply EEDA											
Preparation of December interim accounts											
Preparation of Annual Governance Statement (SIC)											
NAO audit of interim accounts											
Novation of contracts and grant agreements											
Final payments by EEDA under grant agreements											
Transfer to PMO											
Closure of IT systems (except those required for accounts)											
Transfer files to BIS (hard copy and electronic)											
Annual Internal Audit Report and Head of IA opinion											
Final closure team exits and payments											
Transfer of HR information											
Preparation of Year End accounts											
Audit of year end accounts											
Audit Committee to approve 11/12 accounts											
Board meeting to approve 11/12 accounts											
Sign off completion of closure plan and risk register											
WGA and CLOS returns for 11/12											
Preparation of 12/13 accounts											
Audit of 12/13 accounts											
Final payroll payments and closure of payroll system											
Shut down residual IT systems											
Transfer accounting information to BIS											
Final Audit Committee / Board to approve final accounts and closure											
Final closure and exit											

DETAILED PROJECT PLANS

PROJECT TITLE: PROGRAMMES AND PROJECTS			
DIRECTORATE: INTERNAL ACTIVITIES			
Project Details:	To review project files identifying categories for archive, transfer or with ongoing obligations and monitoring requirements. To close all live files in an orderly manner and transfer where appropriate to successor bodies.		
Project Director:	David Hipple		
Project Manager:	Irene Malic		
Additional Resource needed / allocated (from consultancy pool):	Transition Officers for initial file reviews, actions and archiving of completed and payments complete monitoring in progress files Transition Officers for Box-It file reviews – archiving and destruction of files from archive Additional resources requested for continuation of activity including ongoing closure of live files, review of archive boxes and organisation of files for transfer to successor bodies		
Start Date:	September 2010	End Date:	March 2012
Project URL:			

Project Activity Plan					
Task / Activity	Performance Indicators	Assigned to	Timescales for completion	Reporting Dates (TC)	Comments / Notes
Live projects – Single Pot	Review\Closure\Archive and transfer to successor body as appropriate	PMMT Contract Managers\TOs\Irene M	March 2012	As required	Ongoing started March 2011
Live projects - ESF	Review\Closure\Archive	PMMT Contract Manager\Michael S	January 2012	As required	Ongoing
Live Projects – Grant for R&D	Review\Closure\Archive\Transfer to receiving body	PMMT Contract staff\Irene M	November 2011	As required	Ongoing – archiving of cancelled projects started March 2011
Live Projects – Grant for Business Investment	Review\Closure\Archive\Transfer to BIS	PMMT Contract staff\Skills Pool\Irene M	September 2011	As required	Ongoing

PROJECT TITLE: PEOPLE			
DIRECTORATE: INTERNAL ACTIVITIES			
Project Details:	EEDA will cease to exist by 31 March 2012 and the central role for HR is to support and facilitate the transitional period to closure. The principal HR element of this is the down-sizing of the organisation from around 200 staff in January 2011 to a residual structure of 39 posts in October 2011 to complete the closure up to 31 March 2012		
Project Director:	David Hipple		
Project Manager:	Donna Stearn		
Additional Resource needed / allocated (from consultancy pool):	N/A		
Start Date:	September 2010	End Date:	March 2012
Project URL:	http://eedanet2/C19/People%20Issues/default.aspx		

Project Activity Plan					
Task / Activity	Performance Indicators	Assigned to	Timescales for completion	Reporting Dates (TC)	Comments / Notes
<p>Voluntary Redundancy Scheme (VRS): Promote and administer VRS up to “general” closing date of 1 July, including DWP estimates, liaison with CET, JSC and individuals.</p> <p>Promote and administer VRS for staff in the new structure</p> <p>Administration of final VRS offers ensuring liaisons with DWP (pensions) and payroll accordingly</p>	<p>Maximise number of applications/acceptances</p> <p>Timely processing of compensation and payroll aspect with no errors</p>	David H Donna S	March 2012	22 Sept 13 Oct 10 Nov 13 Dec	
<p>Compulsory Redundancy Scheme (CRS): Implement Cabinet Office Protocol – 90 day Consultation and 6 week Period of Reflection. Draw up case for Cabinet Office approval and arrange PoR meeting(s).</p> <p>Issue CR notices on 11 July Handle any appeals against CR</p> <p>Issue any necessary CR notices in mid – December for 31 March 2012 leavers.</p> <p>Administration of CRS exit plans ensuring liaisons with DWP (pensions) and payroll accordingly</p>	<p>Minimise numbers to be issued with CR notices in early July Obtain Cabinet Office approval to issue CR notices</p> <p>Minimise number of CR notices</p> <p>Minimise number of appeals against CR</p> <p>Timely processing of compensation and payroll aspects with no errors</p>				
<p>COSOP/TUPE Transfers Facilitate and support the transfer of around 35 staff, with a main target date of 1 July 2011, including provision of information, liaison with individuals and host organisations</p> <p>Facilitate and support any transfers later than 1 July</p>	Number of staff transferred				

Project Activity Plan					
Task / Activity	Performance Indicators	Assigned to	Timescales for completion	Reporting Dates (TC)	Comments / Notes
<p>Residual Organisational Structure : Implement new structure from 1 April and update structures on a monthly basis. Ensure new structure is operationally effective and fit for purpose Ensure all other staff have appropriate line management arrangements Support the implementation and operation of the Skills Pool and support the role of Redeployment Officer by assisting in skills audit and one to one discussions.</p>	<p>Ensure adequate resources to handle transition to closure</p> <p>Any leavers replaced</p> <p>Ensure remaining staff have meaningful work</p> <p>Number of internal/external placements and permanent appointments</p>	David H Donna S	March 2012	22 Sept 13 Oct 10 Nov 13 Dec	
<p>Appraisals: Facilitate and support the appraisal processes for 2010/11 and 2011/12. Support and facilitate appraisal processes for staff in new structure</p>	Number of appraisals completed				
<p>Career Transition Support: Continue to implement support package for staff, including range of new initiatives from April (eg On –line Career Transition Support) Continue to implement support as appropriate (Transition Support)</p>	<p>Attendance/Take up</p> <p>Links to successful job applications</p>				
<p>HR Management Provide support for staff Ensuring internal audit controls are in place and implemented Liaison with Sponsor Organisation (BIS) relating to all matters post organisation closure on matters inc. archiving of personal folders and transfer to BIS storage Provision of information relating to EEDA workforce (past) & Provision of references post EEDA Transfer of By-Analogy Pensions</p>	<p>Timely response provided to staff queries and exit from organisation is smooth & seamless</p> <p>Timely response provided and concerns/errors resolved satisfactorily</p> <p>All personal folders and information archived in identifiable format and successful transferred to sponsor agency</p>				

PROJECT TITLE: KNOWLEDGE MANAGEMENT			
DIRECTORATE: INTERNAL ACTIVITIES			
Project Details:	Facilitate the transfer of knowledge assets to successor bodies as appropriate in line with guidelines provided by The National Archives and BIS		
Project Director:	David H		
Project Manager:	Chris Mead		
Additional Resource needed / allocated (from consultancy pool):			
Start Date:	September 2010	End Date:	March 2012
Project URL:			

Project Activity Plan					
Task / Activity	Performance Indicators	Assigned to	Timescales for completion	Reporting Dates (TC)	Comments / Notes
<p>Transfer of knowledge assets to successor bodies-</p> <p>1. Using RDA Feedback guidance document assign EEDA staff to each category of asset</p> <p>2. Assigned staff to liaise with nominated external contacts to advise of EEDA's assets</p> <p>3. Assigned staff to obtain feedback about assets required and timescales</p> <p>4. Provide quarterly progress report to BIS starting 31 March 2011</p>	<p>All asset categories assigned to a relevant EEDA lead</p> <p>Compiled statement of requirements for each asset category</p> <p>Compiled transfer plan for each asset category</p> <p>Progress report produced and knowledge inventory updated</p>	<p>Chris M</p> <p>Assigned EEDA staff with Chris M</p>	<p>31 March 2011</p> <p>Initial feedback compiled by 30 April 2011</p> <p>Determined by specific asset requirements</p> <p>end of each quarter</p>	<p>12 May</p> <p>22 June</p> <p>21 July</p> <p>21 Sept</p> <p>13 Oct</p> <p>10 Nov</p> <p>13 Dec</p>	
<p>Transfer of <u>Records</u> to successor bodies</p> <p>These are records held in Finance, Legal, Procurement, HR and PMS systems.</p>	<p>Destination ascertained for each category of record</p>	<p>Dyfrig – Procurement and Legal</p> <p>Jim D – Finance</p> <p>Irene – Projects</p> <p>Donna - HR</p>	<p>BIS to determine final location</p>	<p>12 May</p> <p>22 June</p> <p>21 July</p> <p>21 Sept</p> <p>13 Oct</p> <p>10 Nov</p> <p>13 Dec</p>	<p>Where possible we aim to keep the supporting databases intact and will challenge requests to fragment them.</p>
<p>main website to be re-configured so that The National Archives(TNA) can index and archive it for posterity. We expect EEDA's public domain publications to be preserved this way.</p>		<p>Chris Mead</p>	<p>March 2012</p>		
<p>External hosting of EEDA's core IT systems in order to guarantee availability of Sun finance, EEDAnet documents and PMS data through to closure</p>	<p>Plan prepared detailing technical solution</p> <p>Procurement project authorised</p> <p>EEDAnet2 converted to virtual servers</p> <p>Databases and document libraries "cleansed" prior to transfer to external site</p> <p>External site prepared, access tested and data transferred</p>	<p>Alex T, Paul S, David H, Chris M</p>	<p>All complete by 30 September</p>	<p>12 May</p> <p>22 June</p> <p>21 July</p> <p>21 Sept</p> <p>13 Oct</p> <p>10 Nov</p> <p>13 Dec</p>	<p>Timescales may be influenced by timing of the closure of the Victory House site (as this is where the replica virtual environment is currently located).</p>

PROJECT TITLE: FINANCIAL MANAGEMENT			
DIRECTORATE: INTERNAL ACTIVITIES			
Project Details:	To support the transition and closure process with sound financial management ensuring costs are minimised and value for money achieved		
Project Director:	David Hipple		
Project Manager:	Jim Dore		
Additional Resource needed / allocated (from consultancy pool):	N/A		
Start Date:	September 2010	End Date:	March 2012
Project URL:			

Project Activity Plan					
Task / Activity	Performance Indicators	Assigned to	Timescales for completion	Reporting Dates (TC)	Comments / Notes
Resource and deliver preparation of statutory accounts and associated returns	Unqualified accounts ready to lay before Parliament before summer recess	Jim D	2012 - TBC	tbc	Dates for 2012 to be confirmed.
Complete quarterly commitment and closure costs to BIS including expected cash-flows	Accurate and timely data supplied within given deadlines	Jim Dore	13 October 15 January 2012	At each Board meeting	
Monitor budget v actual performance	Prompt and true budgetary control reports for CET review. Net expenditure managed within GIA allocations.		Monthly for end-May onwards	See below	Part of overall, routine performance management
Complete RAB workbook to report actual expenditure and draw-down cash	Complete and accurate data returns. Sound forecasts of cash which don't require revision in following month.	Jim D / Anne S	Monthly as directed by BIS	Incorporated into budget monitoring reports – see below	
Support ERDF / RDPE financial transfer – records, expenditure history etc		Anne S / Dave G	30 June	n/a (unless significant issues)	Substantially completed – awaiting ERDF cash reconciliation to be agreed
Complete Corporation Tax / PAYE annual returns	Accurate and timely returns to government departments	Anne S	31 July 2011 (PAYE) 30 September (CT) 30 April 2012 (for both for 11-12)	n/a (unless significant issues)	2011-12 return completion will be determined by availability of staff. Target is within one month of year-end.

PROJECT TITLE: STATUTORY PLANNING			
DIRECTORATE: EXTERNAL ACTIVITIES			
Project Details:	Ensure statutory planning obligations are fulfilled until agreed programme of closure in March 2012		
Project Director:	Alison Webster		
Project Manager:	Natalie Blaken		
Additional Resource needed / allocated (from consultancy pool):	N/A		
Start Date:	September 2010	End Date:	March 2012
Project URL:	http://eedanet2/sites/planning/default.aspx		

Project Activity Plan					
Task / Activity	Performance Indicators	Assigned to	Timescales for completion	Reporting Dates (TC)	Comments / Notes
Ensure high quality responses to planning applications and Environmental Impact Assessments within the 21 day consultation period or as agreed with LPA.	Responses within statutory deadlines	Natalie B	Ongoing to March 2012	30 th Sept 31 st Dec 31 st Mar 12	
Respond to Local Development Documents and Marine Plans that are strategic priorities for the implementation of RES within the statutory deadline	Responses within statutory deadlines	Natalie B	Ongoing to March 2012	30 th Sept 31 st Dec 31 st Mar 12	
To agree closure procedure with EEDA Board and advise Local authorities and CLG	Board Papers and agreement Notifications to Local authorities, CLG and Infrastructure Planning Commission	Natalie B		31 st December 2011	

PROJECT TITLE: RBSIS			
DIRECTORATE: EXTERNAL ACTIVITIES			
Project Details:	Facilitate the transfer of RBSIS data and/or systems to successor bodies as appropriate in line with guidelines provided BIS		
Project Director:	Alison Webster		
Project Manager:	Marcus Fernandes		
Additional Resource needed / allocated (from consultancy pool):			
Start Date:	September 2010	End Date:	March 2012
Project URL:	<u>RBSIS Transition Doclib</u>		

Project Activity Plan					
Task / Activity	Performance Indicators	Assigned to	Timescales for completion	Reporting Dates (TC)	Comments / Notes
Stakeholder communication	Regular communication with relevant stakeholders	Marcus F	March 2012	Monthly at month end	Key stakeholders need to be identified and relevant messages issued when appropriate
Data protection obligations	Confirmation on compliance on all data requests	Dyfrig L-S	March 2012	On each completed request	Legal will need to ensure all requests for data meet with EEDA policy and DPA rules
	Data opt-in letters/emails delivered to data subjects	Marcus F	December 2011	On each delivery task	Dependent on DPA obligations. Will require budget for letter fulfilment. Other avenues to reduce the burden of writing out are being identified.
Data Transfer to BIS for Business Link	Required data identified by BIS provided in required format	Sanjaya F	September 2011	Key milestones to be identified by BIS	A number of dependencies need to be considered including when the new supplier is identified and what data and formats they require
Data Transfer to BIS for MAS	Required data identified by BIS provided in required format		December 2011	Key milestones to be identified by BIS	A number of dependencies need to be considered including when the new supplier is identified and what data and formats they require
Data transfer of ESF records	Required data identified by ESFD provided in the required format		January 2012	Key milestones to be identified by ESFD	Data is provided to ESFD on a quarterly basis so it's likely that this will not require much effort
Cancellation of Inisoft contract	Provide notice to cancel contract	Marcus F	July 2011	Monthly from September 2011	
	Inisoft exit plan agreed		Sept 2011		
	Systems shutdown and archived or transferred as appropriate		January 2012		
Cancellation of Critical contact for customer satisfaction	Ensure contract is closed and invoices paid and data transferred as necessary		December 2011	Monthly	Notice already issued and monthly invoicing until December agreed

PROJECT TITLE: BUSINESS SUPPORT			
DIRECTORATE: EXTERNAL ACTIVITIES			
Project Details:	Ensure the smooth transfer/closure of all Business Support services (Business Link, Manufacturing Advisory Service, Access To Finance, CompeteFor), where appropriate and facilitate effective support for staff (both EEDA and service providers) in advance of and during the transition process		
Project Director:	Alison Webster		
Project Manager:	Kathryn Rowe		
Additional Resource needed / allocated (from consultancy pool):	N/A		
Start Date:	September 2010	End Date:	March 2012
Project URL:			

Project Activity Plan					
Task / Activity	Performance Indicators	Assigned to	Timescales for completion	Reporting Dates (TC)	Comments / Notes
<p>Access To Finance products</p> <p>1. Maintain effective service delivery of A2F products for the Region's customers through the final operational period until completion or transfer to new accountable body</p> <p>2. Facilitate an effective support process for staff, both EEDA and service provider staff, in advance of and through to transition</p>	<p>Achievement against contractual performance criteria or internal performance levels as appropriate and successful transition to new accountable bodies</p> <p>Access to internal organisational HR resources including redeployment training and TUPE support where appropriate Regular and effective communication with staff and providers</p>	<p>EEDA HR team re EEDA staff</p>	<p>Grant For Research & Development (GRAD) continues to be supported with approx 25 projects to be appraised from March 2011. GRAD expected to transfer in November 2011</p> <p>Small Loans For Business (delivered by Foundation East) continues to be supported by EEDA until transition to either Cfel,</p> <p>Understanding Finance For Business (UFFB), (delivered by St John's).</p> <p>Contracted until March 2012 at which time it is expected to merge into a National offer, which may be ready from January 2012. 6 mths notice period required with St John's necessitating a June decision at the latest.</p> <p>High Growth Coaching (HGC), part of the UFFB contract, which will be transitioned into a National offer. EEDA will continue to support until March 2012</p> <p>Notice to be served by x latest</p> <p>Innovation Vouchers</p> <p>No ongoing work past April 2011</p> <p>Ongoing until March 2012</p>	<p>A2F products</p> <p>Annual report due June 2011</p> <p>BIS and ERDF quarterly returns due for GRAD throughout 2011</p> <p>Quarterly contract meetings completed to date and scheduled for Jul '11, Oct '11, Jan '12 and Mar '12.</p> <p>Ongoing programme management and monitoring resourced</p> <p>Quarterly contract meetings scheduled as per UFFB: Jul/Oct'11 and Jan/Mar '12.</p> <p>Review at scheduled contract meetings. EEDA issues will be managed via individual 1:1 meetings</p>	<p>Additional EEDA resource deployed in support of this programme at St. John's for 3 days per week in the short term.</p>

Project Activity Plan					
Task / Activity	Performance Indicators	Assigned to	Timescales for completion	Reporting Dates (TC)	Comments / Notes
<p>Manufacturing Advisory Service (MAS)</p> <p>1. Maintain effective service delivery for Region's customers throughout the final contractual period until completion or transition to new service</p> <p>2. Engage effectively with National / Strategic MAS board (?) in advance of and through transition</p> <p>3. Manage a smooth and seamless transition to the new National arrangements in a timely manner</p> <p>4. Facilitate an effective support process for staff, both EEDA and service provider (PA Consulting), in advance of and through transition</p>	<p>Achievement against contractual performance criteria</p> <p>Understanding and awareness of key transitional issues</p> <p>Timely and accurate responses to request of information in support of transition</p> <p>Successful transition of service to new arrangements by January 2012</p> <p>Access to internal organisational HR resources including redeployment training and TUPE support where appropriate. Regular and effective communication with staff</p>	<p>Contract Manager – Alan H</p> <p>Alan Harris/ Kathryn Rowe</p> <p>Alan Harris/ Kathryn Rowe</p> <p>EEDA HR team re EEDA staff</p> <p>Senior Management team at PA re service provider staff support</p>	<p>Final year of current contractual agreement ends 31st October 2011.</p> <p>Ongoing until January 2012</p> <p>New National service expected to be implemented in January 2012.</p> <p>Ongoing until January 2012</p>	<p>Monthly contract meetings scheduled throughout contract term, contributing to a final performance review post contract end date</p> <p>Quarterly review meetings scheduled with ERDF team in compliance with monitoring process</p> <p>Meetings scheduled throughout remaining period (add dates)</p> <p>Requests for information ongoing and may be issued at any time</p> <p>Review during contract meetings to ensure morale levels are maintained in support of successful contract performance</p>	<p>Subject to availability of funding, we may be asked to extend contract beyond current term.</p> <p>Transparent process for dealing with requests for information. Engagement with External Director to ensure continuity of messages from ED's network.</p> <p>Additional funding from BIS for period November & December 2011 is critical if current contract is to be extended beyond Oct 2011.</p> <p>Staff issues and morale levels to be highlighted as standard agenda item at contract meetings</p> <p>1:1's to be held monthly with EEDA staff members</p>
<p>CompeteFor</p> <p>Ongoing and effective delivery of the CompeteFor programme of support</p>	<p>Achievement against contractual performance criteria</p>	<p>David C</p>	<p>Ongoing until November 2011, thereafter resources may be negotiated to extend support</p>	<p>Quarterly reporting throughout remainder of contracted period</p>	<p>A number of significant opportunities will begin to develop in 2011, additional resources may be requested to maximise these opportunities</p>

PROJECT TITLE: INNOVATION			
DIRECTORATE: EXTERNAL ACTIVITIES			
Project Details:	Ensure effective transfer, closure or cessation of Strategic Innovation Projects by September 2011		
Project Director:	Alison Webster		
Project Manager:	Natalie Blaken		
Additional Resource needed / allocated (from consultancy pool):			
Start Date:	March 2011	End Date:	March 2012
Project URL:	http://eedanet2/sites/ent/default.aspx		

Project Activity Plan					
Task / Activity	Performance Indicators	Assigned to	Timescales for completion	Reporting Dates (TC)	Comments / Notes
<p>Develop detailed programme of transition for Science Parks and Enterprise Hubs.</p> <p>Agree plan provisions with BIS including conversations on emerging Portfolio Management Office</p>	<p>Set out exit programme for each project</p> <p>Projects transferred successfully to identified organisations / bodies and PMO when established</p>	<p>Natalie B Lucy K</p>	<p>3rd May</p> <p>Autumn 2011 transfer</p>	<p>30th June 30th September 31st December 31st March 2012</p>	<p>On going project transfer depends upon the timely establishment of the location for transfer, the establishment of the receiving bodies including BIS Portfolio Management Office</p>
<p>Support the transition, closure or cessation of innovation projects to Autumn 2011 ensuring no residual liabilities whilst maximising the value of flagship projects to meet EEDA objectives.</p>	<p>Establish EEDA Independence from governance for Science Parks and Enterprise Hubs including transition to TSB, HCA, BIS, CLG in accordance with exit plans</p>	<p>Lucy K</p>	<p>30th September 2011</p>	<p>30th June 30th September 31st December 31st March 2012</p>	
<p>Ensure all projects are delivered against agreed contract and any residual monitoring arrangements are transferred</p>	<p>Deliver projects outcomes as per contracts</p> <p>Seek potential transfer / closure of In Crops projects</p>	<p>Dan B Lucy K Jeff L</p>	<p>30th September 2011</p>	<p>30th June 30th September 31st December 31st March 2012</p>	

PROJECT TITLE: EUROPEAN SOCIAL FUND (ESF)			
DIRECTORATE: EXTERNAL ACTIVITIES			
Project Details:	Ensure the smooth delivery and closure of the ESF Co-financing programme, as well as the transfer of legal documents and assets to successor bodies		
Project Director:	Alison Webster		
Project Manager:	David Wall/Michael Schneider		
Additional Resource needed / allocated (from consultancy pool):			
Start Date:	January 2011	End Date:	March 2012
Project URL:	http://eedanet2/sites/euroexport/euroexport%20doclib/Forms/AllItems.aspx?RootFolder=%2fsites%2feuroexport%2feuroexport%20doclib%2fESF&View=%7bC76EAF41%2d8DBE%2d4311%2dAD29%2d17F884737FB7%7d		

Project Activity Plan					
Task / Activity	Performance Indicators	Assigned to	Timescales for completion	Reporting Dates (TC)	Comments / Notes
Establish/reiterate project and ESF requirements for post- start up phase after Q1 claims	Project meetings/monitoring visits Submission of high-quality claims to EEDA	David W/Michael S	End of Q3 (September 2011)	30 September 2011	Monitoring visits carried out with all new ESF projects in 2011. Final checks undertaken with projects completed by March 11.
Procure and manage the ESF programme evaluation	Procurement of contractor Delivery of final report	Michael S	31 st July 2011 31 st January 2012	31 July 2011 31 January 2012	Evaluation tender published on 1 June and closing on 1 July
Maximise the use of EEDA's ESF allocation to benefit the East of England	Allocation of ESF funding	David W/Michael S	30 th September 2011	30 Sept 2011	
	Final claim to DWP/ESFD	Michael S	31 st March 2012	31 March 2012	
Timely reporting of ESF expenditure and Management Information to DWP on a quarterly basis	ESF and match funding claims for programme ESF MI reporting	Michael S	15 th April '11 15 th July '11 15 th October '11 15 th January '12 31 st March '12	15 April '11 15 July '11 15 October '11 15 January '12 31 March '12	Latest report submitted on 2 June (three weeks early due to exits of finance staff)
			Facilitate regular DWP and ESFD project and systems audits	brief management report on audit findings	
Responsive service for providing information on EEDA's CF programme to interested parties	Delivery of requested information	David W/Michael S	As required	As required	Information requests are regularly managed
Manage closure of all (programme and project) marketing and publicity activity (e.g. websites)	Short file note for each project	David W	End of January '12	31 st Jan 2012	
Develop and deliver legacy to local and sector/cluster organisations (e.g. LEAs, LAs, EEEGr)	brief legacy report to local and sector/cluster organisations		31 st January 2012	31 st Jan 2012	

Project Activity Plan					
Task / Activity	Performance Indicators	Assigned to	Timescales for completion	Reporting Dates (TC)	Comments / Notes
Establish DWP requirements and timescales regarding transfer of legal assets (e.g. ESF documents, electronic data)	Initial and final report to DSMT and DWP	David W/Michael S	31 st July '11 30 th November '11	31 st July '11 30 th November '11	The transfer of legal assets and other closure issues will be discussed at the quarterly review with ESFD on 17 June
Transfer ESF records to successor bodies. These records are currently held in Finance, Legal, Procurement, HR, PMS, RBSIS, EEDAnet and hardcopy files.	pre-2008 ESF documentation to storage facility post-2008 ESF activity to storage facility		31 st March '11 31 st March '12	31 st March '11 31 st March '12	Pre-2008 documentation storage complete

BOARD PAPER



East of England Development Agency

Title:	Corporate Risk Register	Paper no:	4 (d)
Item no:		Author:	Angela Mason-Bell
Meeting date:	22 September 2011		AngelaMason-Bell@eeda.org.uk
Directorate:	Internal Activities		01223 231258

CONFIDENTIALITY STATUS	UNCLASSIFIED
RISK LEVEL	MODERATE
PAPER TYPE	STRATEGIC DISCUSSION/DECISION
BOARD CHAMPIONS	AUDIT COMMITTEE

ISSUE/PURPOSE OF PAPER

The paper provides the Board with an updated version of EEDA's corporate risk register for 2011/12 for discussion.

RECOMMENDATIONS

- The Board is asked to:
- Consider and endorse the latest version of EEDA's Corporate Closure and Transition Risk Register for 2011/12, identify any further risks that should be captured, and whether any specific risks should be escalated to BIS.
 - Note the latest RDA Transition Risk log maintained by BIS and consider the potential implications on EEDA's closure and transition plans.

OVERVIEW

In line with EEDA's risk management strategy for 2011/12 the Corporate Risk Register has been subject to a monthly review by the Executive Director risk owners and their management teams, and subsequently by the Chief Executive's Team at a meeting on 6 September 2011.

Since the last presentation of the risk register to the Closure and Transition Committee in July 2011, the following changes have been made by CET; these are highlighted on the risk register.

- Three new risk areas associated with the continuity of EEDA's ICT infrastructure and service have been added. The risk register summarises the key risks to the Agency, which have been derived from an update of the detailed ICT closure and transition risk register.
- A number of key mitigating actions, commentaries and gross / residual scores have been updated and revised.
- It is also proposed to remove risk 5.3 relating to the transfer and disposal of land and property assets in the event of successful transfer to the Home and Communities Agency on 19 September 2011.

The updated version of the risk register is being presented simultaneously to the Board and the Audit Committee for discussion at the meetings on 22 September 2011.

ESSENTIAL BACKGROUND

Corporate Risk Register 2011/12

At the Audit Committee in January 2011, it was agreed to maintain a single corporate closure and transition risk register for 2011/12. At the annual risk workshop with the Board and Chief Executive's team on 10 February 2011, it was agreed that the roles and responsibilities for risk management would be exercised through existing governance and decision-making structures. From September 2011, the Closure and Transition Committee has been stood down, therefore the roles and responsibilities for risk management are as follows:

- *EEDA Board* - set the risk appetite for the Agency and review the risk register on a periodic basis, oversee the management of risks to the achievement of closure and transition objectives, and provide a steer on how the executive should escalate risks including when to escalate to BIS.
- *Audit Committee* - scrutinise the adequacy of arrangements, supported by independent assurance from the Internal Audit team.
- *Chief Executive's Team* - review the risk register regularly, report and escalate risks and controls to the Board and consider the adequacy of staffing requirements to manage the risks identified.
- *Individual Executive Directors* – act as the designated risk owners on specific risks and controls, regularly review risks and controls with management teams and ensure an appropriate provision of assurances that the key controls remain fit for purpose and operate effectively.

Generally, risks should be managed to within a severity rating of at least 'moderate'. Where the risk owner assessed that after all mitigating actions taken the residual risk remained at a severity rating of significant or high, the risk would be considered by CET as to whether it needed escalating, either internally to the Board or externally to BIS.

IMPLICATIONS/RISKS

The necessity to adhere to good governance principles and the fast changing operating environment of the Agency requires that risk management plans are reviewed periodically during the year to ensure that risks are managed in an appropriate manner.

KEY MILESTONES/TIMELINES/NEXT STEPS

The risk register is to be reviewed on a monthly basis by the Chief Executive's Team, ahead of consideration by the Board.

The Audit Committee will be provided with a copy of the risk register at each meeting as part of the routine risk management report.

ANNEXES

- Annex 1a – Corporate Risk Register 2011/12
- Annex 1b – Corporate Risk Matrix 2011/12
- Annex 2 – BIS RDA Transition Risk Log

BOARD PAPER

Draft 1 approved by Executive Director (Internal Activities)	---
Reviewed at CET	6 September 2011
Final draft approved by Executive Director (Internal Activities)	6 September 2011

Ref.	Risk Description	CET Lead (Risk Owner)	Gross Risk Scores			Key Mitigating Actions	Residual Risk Scores			
			Likelihood	Impact	SEVERITY		Likelihood	Impact	SEVERITY	
1. GOVERNANCE RISKS										
1.1	Inability or failure to discharge or act within EEDA's statutory duties and delegated authorities (by EEDA's Board, Accounting Officer and employees), which potentially renders such actions ultra vires and susceptible to judicial review. For example, failure to respond to action notes.	Chief Executive	4	5	20	EEDA's Closure and Transition Plan has been presented to BIS for approval, and is regularly subject to review by the Chief Executive's Team, Workstream Groups and Board. A comprehensive strategy is in place for the disposal of assets fully in line with national principles as made available, which has been shared with BIS. Changing government requirements are being incorporated into the appropriate Closure and Transition workstream plan. The Head of Legal Services is being fully engaged in all aspects of closure and transition, and there is access to timely legal advice in the event of the identification and resolution of legal issues.	2	4	8	Should a disposal strategy for any assets not be agreed with BIS prior to EEDA's closure, the default position is likely to be to transfer the ownership of those assets and liabilities to the appointed / residuary body. No changes have been made to the risk profile, scoring or controls in place for this risk.
1.2	Disengagement and loss of Board members impacts upon the effectiveness of decision-making and governance.	Chief Executive	4	4	16	The Board will meet monthly from September 2011 to final closure and the frequency of Audit Committee meetings has increased. The Executive manages the agendas of meetings involving Board members and ensures effective use of Board member time. Meeting frequency and attendance levels of Board members is being kept under review based on business need.	3	2	6	Update: EEDA's Board is now meeting monthly. The Board programme is published to optimise attendance. No changes have been made to the risk profile, scoring or controls in place for this risk.
1.3	Delays to the passage of the Public Bodies Bill impacts on EEDA's plans for closure and transition.	Chief Executive	4	5	20	BIS believes that in the event of delays to Public Bodies Bill they will simply make RDA's dormant. RDAs will not be abolished on the passing of the Act, but on the making of the Statutory Instrument once the Act is in place. That Statutory Instrument should sweep up all transfers of assets & liabilities not already done before the Act. However, delay in the Act and Statutory Instrument leading to dormancy could require additional work prior to shutdown to effect changes that need specific action that would otherwise be swept up in the Statutory Instrument.	4	2	8	Update: A contingency plan of novation of live grant offers and assignment of those requiring monitoring is being agreed between BIS and the RDAs. The gross likelihood score has been increased from 2 (unlikely) to 4 (likely). Residual scores have been increased from a likelihood of 3 (possible) to 4 (likely) and an impact of 1 (insignificant) to 2 (minor).
2. PEOPLE RELATED RISKS										
2.1	Key resources are unavailable as people leave the Agency, resulting in insufficient capacity and a lack of retained knowledge, which impacts upon EEDA's ability to: deliver the smooth closure of the Agency and ongoing delivery commitments; address ESF audit queries; respond to increasingly complex Parliamentary Questions and Freedom of Information Act and other information requests; and, respond effectively to the expectations of stakeholders in the event of further economic shocks.	Executive Director - Internal Activities	5	5	25	Voluntary Redundancy schemes have been put in place within a robust framework to control, as far as possible, the timing of key staff exits and incentivise them to stay with EEDA as long as they are required. Priorities and capacity needs for 2011/12 and timeframes for winding down each of EEDA's activities have been clarified wherever possible. The new organisational structure has been operational since 1 April 2011, which provides EEDA with the skills and capacity to handle the transition to closure. To complement existing resources working on specific tasks and functions, between April and October, a "skills pool" has been established. BIS have approved the Staff Retention Scheme and the appropriate staff have been informed.	3	3	9	Our staff forecasting has been designed to meet expected capacity demands to secure EEDA's successful closure by March 2012. This includes an assumption that work expectations and pressures from Government Departments would decrease significantly from April 2011 and reduce further over the summer to ensure RDAs are able to meet delivery pressures related to closure and transition and reductions in staff numbers as required by Cabinet Office / BIS. The residual impact score has been decreased from 4 (major) to 3 (moderate). As more activities have either been closed or transferred this risk becomes less significant.
3. FINANCIAL MANAGEMENT RISKS										
3.1	Value for Money - EEDA is unable to demonstrate the effective and efficient use of funds in the period to closure.	Executive Director - Internal Activities	4	4	16	Robust financial management procedures and budgetary controls are in place to manage resources allocated. In respect of asset disposal national principles are being applied (for example the default for disposal being at market value) and explicit agreement is being sought from BIS on a case by case basis. EEDA's Procurement Code remains in place.	2	3	6	As there are no areas where EEDA can make significant new spend decisions the likelihood of this is reduced. No changes have been made to the risk profile, scoring or controls in place for this risk.

Ref.	Risk Description	CET Lead (Risk Owner)	Gross Risk Scores			Key Mitigating Actions	Residual Risk Scores			
			Likelihood	Impact	SEVERITY		Likelihood	Impact	SEVERITY	
3.2	Fraud - Misappropriation of funds by internal or external parties, including opportunistic legal challenges from suppliers or partners (likely to be compounded by staff leaving and loss of knowledge and relationships).	Executive Director - Internal Activities	4	3	12	In line with best practice for fraud risk management, a separate fraud risk register is maintained by EEDA. Controls over expenditure continue to be rigorously applied. Update: The Fraud Risk Register is currently being subject to a six-monthly review.	2	2	4	The key controls in place should avoid significant fraud but we will have to continue to be vigilant for smaller scale theft.
3.3	Insufficient funding is received from BIS to cover all of EEDA's legal commitments, liabilities, capacity needs and transition costs. The costs of transition are not known or factored into budgets for 2011/12.	Executive Director - Internal Activities	2	3	6	Resources needed for successful closure and transition in 2011/12 have been identified. Robust financial management procedures and budgetary controls are in place to manage resources allocated, alongside tight forecasting models incorporating different scenarios for different levels of possible funding.	2	2	4	Budgetary allocations for 2011/12 have been confirmed by BIS and are sufficient to meet EEDA's commitments. Budget for closure costs to be met by BIS also been allocated for period to 31 Dec that meets our spend profile. The risk of inadequate funding to meet our obligations appears to be small. No changes have been made to the risk profile, scoring or controls in place for this risk.
3.4	UK Bribery Act 2010 - The risk of EEDA board members, employees, agents or contractors committing any of The four offences under The Act: bribing another person / being bribed / bribery of a foreign public official / failure to prevent bribery. - Failing to have in place "adequate procedures designed to prevent a person associated with it from undertaking such conduct"	Executive Director - Internal Activities	3	4	12	EEDA has in place a number of policies, that make up an ethical framework. This includes an anti-bribery policy that was introduced from July 2011, and the following governance-related policies that were updated in July 2011 to reflect the UK Bribery Act 2010: conflicts of interest; anti-fraud, bribery and corruption and associated response plan, gifts and hospitality; travel and subsistence; whistleblowing; procurement code and contracting; and separation of duties in key transactions. Staff have been informed of the new anti-bribery policy and changes to other key policies, which are all accessible via EEDANet.	2	2	4	No changes have been made to the risk profile, scoring or controls in place for this risk.

4. KNOWLEDGE MANAGEMENT AND ICT RISKS

4.1	Loss or misuse of knowledge, information or data 'owned' by EEDA (e.g. whistleblowing / leaks of commercially confidential information by discontented staff, partners or contractors). This could have an impact on EEDA's legacy or challenges / litigation under the Data Protection Act.	Executive Director - Internal Activities	4	4	16	EEDA seeks to comply with the applicable requirements set out in the Security Policy Framework prescribed for Government departments and NDPBs. ISO27001 information security accreditation is to be sought until September 2011. A designated Records Management Officer has been appointed to oversee the review of EEDA's archived files, and project transition officers are reviewing EEDA's project files. The leavers process includes the identification of information assets and transfer of ownership.	2	4	8	The management of this risk relating to knowledge management is largely within EEDA's control. The gross likelihood score has been reduced from 5 (almost certain) to 4 (likely), as the number of people and amount of information that EEDA maintains reduces.
4.2	Inability to effectively and successfully transfer EEDA's knowledge assets in a timely fashion to appropriate external parties because of lack of clarity from BIS and other parties about what they require.	Executive Director - Internal Activities	4	4	16	EEDA has an internal knowledge and records management project, which is included in the activities of the Assets and Liabilities Workstream. EEDA is responding to requests from BIS for information about the Agency's knowledge management assets as far is reasonable practicable, and is currently preparing a project plan for the transfer of EEDA's knowledge management assets. EEDA is a member of the BIS Knowledge Management Group. We continue to advocate for proper engagement from bodies on the data transfer issue, and thus be as ready as we can to transfer, and we continue to help outside bodies understand their legal responsibilities with regards to the data to be transferred. We continue to liaise with key contacts at BIS to highlight current issues with the BIS approach to knowledge management.	3	3	9	The management of this risk relating to knowledge management is largely outside of EEDA's control. Knowledge management, and the transfer of large amounts of data, is the area within BIS' transition activities which is still under development. Clearer expectations and plans have now been set out by BIS with regards to the transfer of knowledge. The gross likelihood score has been reduced from 5 (almost certain) to 4 (likely), as BIS becomes clearer about the destination for data and information.

New! Risks 4.3 to 4.5 below summarise the key risks relating to ICT. These risks have been derived from the detailed ICT closure and transition risk register.

4.3	New: Key risks relating to ICT Infrastructure - Internet connectivity - systems are unavailable during the transition to new leased internet connection. - Complexity of IT systems and reduced resource availability leads to systems becoming unmanageable	Executive Director - Internal Activities	5	4	20	A order has been placed for replacement line and transfer of IP addresses. Other internet access could be available but would not be straightforward to set up. A maintenance contract is in place for the remaining SQL server and support contracts are in place for critical physical servers. A Citrix environment has been installed.	4	4	16	Further action is planned to configure the Citrix server and train ICT staff. Before transfer back ups will be taken and testing of the new environment. The possible virtualisation of the EEDA server farm is to be considered. Access required to EEDANet will reduce as the Agency moves further towards closure.
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Ref.	Risk Description	CET Lead (Risk Owner)	Gross Risk Scores			Key Mitigating Actions	Residual Risk Scores			
			Likelihood	Impact	SEVERITY		Likelihood	Impact	SEVERITY	
4.4	New: Key risks relating to the closure of Victory House / move to a single site location - A lack of clarity on timescales for the closure of Victory House or short notice to vacate could impact upon the time and resources available to transfer ICT equipment to the Business Centre, including third party support when required. - EEDA is reliant upon a single server room for all ICT operations and the back-up tapes.	Executive Director - Internal Activities	2	5	10	A disaster recovery plan is in place and testing has confirmed that it is possible to operate over one site. Back ups are take and kept off-site. ICT team resources are planned and coordinated, including leave arrangements. EEDA has in place 24-hour support from its suppliers and some have plans in place in relation to the closure of Victory House.	2	4	8	Further action is planned to confirm the contractual requirements with suppliers to provide support. The possibility of backing-up entire systems rather than just data is to be explored.
4.5	New: Key risks relating to ICT support - The systems required beyond 31 March 2012 are not yet known, therefore staff with appropriate ICT skills may not be available when required. - Multiple demands are made on the ICT resources, impacting upon the capacity to fulfil requirements within the timeframes required.	Executive Director - Internal Activities	5	4	20	The ICT team is in place until 31 March 2012; there is a clause in their contracts stating 'reasonable until thereafter'. Third party contracts could support remaining team members to a degree. FLAPP is used as a forum for discussing and ensuring the adequacy of resources, as are fortnightly team meetings to coordinate resources..	4	3	12	The requirements for systems access beyond 31 March 2012 needs to be established, as the current position appears to be designed to cover exceptions only. Possible further action includes minimising the systems to be supported. A plan is to be developed of closure arrangements and the options for storage of data, which will involve minimising and maintaining only limited numbers of systems to be supported.

5. OVERARCHING RISKS RELATING TO PROGRAMMES AND PROJECTS, FUNCTIONS, ASSETS AND LIABILITIES

5.1	Ineffective engagement and relationships with or decisions made by stakeholders / partners, and the timeliness of those decisions, impact on EEDA's plans for closure and transition.	Executive Director - External Activities	5	3	15	A communications plan is in place and regular engagement and progress reports are being made to a large number of regional stakeholders in the private and public sector (RTB, LEP sessions, work with individual LAs, work with business groups). The transfer of functions has been mapped out with plans being developed for the successful handover to future recipient bodies. EEDA is being proactive in seeking successor arrangements where the Agency is able to do so with BIS approval.	4	3	12	A number of unknowns remain at national level, particularly regarding the role of LEPs in the delivery of key economic functions and therefore we have no influence as to what future delivery arrangements will be carried forward.
5.2	Failure to identify and manage the impact of failing projects.	Executive Director - External Activities	4	5	20	From April 2011 there will be two project focussed positions in the external Directorate plus high level ED support to work closely with PMMT to identify and manage the impact of failing projects. Procedures are in place to escalate issues to CET and the transition steering group as necessary and to the Transition and Closure Board if required.	3	4	12	
5.3	Land and property assets and projects Update to key risks: - Inability to effectively and successfully transfer EEDA's land and property assets and projects to HCA on 19th September. - staff transfer preparations are ambiguous, transfer of knowledge and data inaccurate or not timely and partners projects disrupted.	Executive Director - External Activities	3	4	12	Update: The Transfer Order and the list of transferring assets agreed 26th August. 2 staff have accepted offers for transfer to the HCA. Three sites to be sold before the 19th September are on schedule and will be removed from the transfer order. A draft HCA transfer plan has been agreed and a project group is reviewing the action plan weekly. Current contracts are being completed, finance and invoicing reconciled, data and files consolidated in accordance with the transfer plan. Requests for further information are being returned although requests (stage 2 diligence) after the transfer date of 19th September will be dependent upon available staff and resources. Further guidance is awaited on the operation of the Stewardship Model.	3	3	9	Gross scores have been reduced from a likelihood of 4 (likely) to 3 (possible) and an impact of 5 (critical) to 4 (major). Residual scores have been reduced from a likelihood of 4 (major) to 3 (moderate) and an impact of 4 (major) to 3 (moderate). IT IS PROPOSED TO REMOVE THIS RISK IN THE EVENT OF SUCCESSFUL TRANSFER OF LAND AND PROPERTY ASSETS TO THE HCA ON 19 SEPTEMBER 2011.

Ref.	Risk Description	CET Lead (Risk Owner)	Gross Risk Scores			Key Mitigating Actions	Residual Risk Scores			
			Likelihood	Impact	SEVERITY		Likelihood	Impact	SEVERITY	
6. SPECIFIC RISKS TO THE DELIVERY AND SUCCESSFUL TRANSFER OF ONGOING PROGRAMMES, PROJECTS AND ACTIVITIES										
6.1	Business Link contract Key risks: - key members of service provider staff leave at critical points - new national arrangements are delayed - economic growth is slowed by lack of provision - reputational risk to EEDA in not supporting continuity of service	Executive Director - External Activities	3	4	12	A business plan has been agreed between EEDA and EEIDB, which includes key delivery milestones, and an agreed transition and closure plan is in place. Formal monthly management meetings are held along with review meetings on an ad hoc basis as required. The Executive Director External Activities attends the monthly EEIDB board meetings. Other governance and reporting mechanism with which EEDA engages include the [fortnightly] Business Link Transition Group, the [monthly] Business Link Management Group and the [fortnightly] Enterprise Directors teleconference.	2	3	6	Update: Good communication continues between EEIDB and EEDA and performance is holding up well. Arrangements for the new BL Helpline are now clearer but timings may impact EEIDB's ability to meet contractual targets. Recommendations on payment of management fee will therefore be put to the EEDA Board in October. No changes have been made to the risk profile, scoring or controls in place for this risk.
6.2	Manufacturing Advisory Service (MAS East) contract - Key members of service provider staff leave at critical points - new national arrangements are delayed - economic growth is slowed by lack of provision - reputational risk to EEDA in not supporting continuity of service	Executive Director - External Activities	3	3	9	EEDA attends monthly team meetings with the supplier PA Consulting. The Executive Director External Activities meets quarterly with the provider for a formal review. EEDA is engaged in increasingly regular dialogue with BIS and MAS transfer is also reviewed at the [fortnightly] Enterprise Director's teleconference.	2	3	6	Update: Contract extension in place for continued provision of MAS post October to bridge gap before national provision commences Jan 2012. Further guidance on handover process to new provider expected once the preferred supplier has been identified. No changes have been made to the risk profile, scoring or controls in place for this risk.
6.3	CompeteFor / Olympics	Executive Director - External Activities	3	2	6	EEDA participates in the CompeteFor network and feeds information into the business plan for Nations and regions East Board.	3	2	6	Update: Additional funding has been made available to support continued delivery of this service until March 2012 at least. Current resource arrangements (secondment) have been reviewed to align with March 2012 timescale. There is however, an expectation that BIS will want to continue this activity beyond March 2012 - possibly up to December 2012, albeit via another host organisation. No changes have been made to the risk profile, scoring or controls in place for this risk.
6.4	Understanding Finance for Business	Executive Director - External Activities	3	3	9	EEDA receives monthly management reports from the provider, St John's Innovation. There are monthly monitoring visits and also ad hoc undertaken by EEDA's contract manager as well as formal quarterly contract review meetings. An Access to Finance Steering Group [with external stakeholder representation] meets every 6 months. EEDA's current grant for UFFB runs 3 months beyond the projected start date of the new national programme, so we can accommodate some slippage. St John's Innovation are also working on a transition and closure plan which will include modelling for continuation with reduced or no public funding support.	2	3	6	Update: The new Business Coaching or Growth service won't be contracted until January and may not be fully operational until June 2012. Due diligence for TUPE is underway but is complicated by potential gap in service provision. No changes have been made to the risk profile, scoring or controls in place for this risk.

Ref.	Risk Description	CET Lead (Risk Owner)	Gross Risk Scores			Key Mitigating Actions	Residual Risk Scores			
			Likelihood	Impact	SEVERITY		Likelihood	Impact	SEVERITY	
6.5	Other Access To Finance products <i>[GRAD / GBI / Small loans for business]</i>	Executive Director - External Activities	3	3	9	The Executive Director-External Activities participates at the fortnightly ED's teleconference and the monthly Innovation (RIST) meetings. Access To Finance updates are also included with both the BLMG and BLTG network meetings.	3	2	6	Update: Transfer/archiving of project data and novation of contracts on track. On going engagement with BIS and other stakeholders. No changes have been made to the risk profile, scoring or controls in place for this risk.
6.6	Centre for Integrated Photonics Failure to complete the disposal of CIP successfully:-									
	(a) because of a challenge by a customer who might think they have a right or pre-emption in respect of any sale of the company.	Executive Director - Internal Activities	2	3	6	(a) The sale has been structured to avoid legal challenge with only 40% of the company being sold which does not trigger any rights of pre-emption. Additionally we have avoided publicising the sale until after any pre-emption rights expire.	1	3	3	
	(b) because Huawei are unwilling or unable to acquire the remaining 60% of the company at a future date		2	3	6	(b) Huawei have given us a letter of intent and are now responsible for funding the CIP cash burn	1	3	3	
6.7	Strategic Innovation Projects Update to key risks: - partners do not continue strategic objectives of projects - partners do not make decisions in time or are unwilling to accept appropriate transfer of - projects do not deliver outputs and outcomes to contracts resulting in underspend	Executive Director - External Activities	4	5	20	Update: EEDA maintains monitoring and representation on key project Boards to accelerate spend where possible and secure agreed outcomes. FLAPP and CET processes mitigate any loss or slippage. A project group is established and inventory submitted to BIS identifying live and in condition projects. Advice is required from BIS on timing and location of transfer, staff arrangements and operational requirements, and stakeholder engagement and communication plan to avoid disruption to outputs and associated reputational risks.	4	4	16	No changes have been made to the risk profile, scoring or controls in place for this risk.
6.8	Strategic Planning Key risk is that EEDA is unable to appropriately perform its statutory planning obligation or is challenged on the acceptability of its responses leading to reputational risk	Executive Director - External Activities	3	2	6	Update: Provision is made in the closure structure to support key professional planning expertise. Delegation procedures ensure that EEDA makes robust evidenced based responses to planning consultations. With the publication of the Draft National Planning Framework, which has a presumption in favour of development, EEDA has seen an increase in the number of consultation requests. However, EEDA will secure closure of the process prior to full closure in accordance with primary legislation following agreement of the Board.	2	2	4	No changes have been made to the risk profile, scoring or controls in place for this risk.

Ref.	Risk Description	CET Lead (Risk Owner)	Gross Risk Scores			Key Mitigating Actions	Residual Risk Scores			
			Likelihood	Impact	SEVERITY		Likelihood	Impact	SEVERITY	
6.9	<p>ESF Co-financing Programme</p> <p>Key risks:</p> <ul style="list-style-type: none"> - EEDA and provider exposure to ESF clawback from 2010 and 2011 Article 16 audits. The 2010 - Legal challenges arising from EEDA no longer acting as an ESF co-financer in particular relating to the handover arrangements for project information and European audit requirements. - lack of staff resource to enable programme closure between February and March 2012 - deterioration of project relationships 	Executive Director - External Activities	4	5	20	<p>Update: Proactive ESF programme and project management seeks to minimise risk. Ongoing contact (at least every 2 weeks) with ESF-D's Managing Authority and Certifying Authority divisions maintain information flows and provides opportunities to raise and resolve issues as they arise. Weekly contact with projects drives delivery and regular monitoring and review visits ensure compliance. EEDA has initiated and provided to ESF-D a full ESF closure plan. This is updated regularly and is a key document in EEDA's relationship with ESF-D. It includes arrangements for keeping project information. The plan is to be reviewed at CET on 20/8/2011. As EEDA's closure approaches the need for resolution of outstanding issues with ESF-D will be raised and steadily escalated, if necessary to EEDA Chief Executive level. Staff resource at EEDA is provided via a dedicated ESF team (3.6 FTE posts to 31/1/12 and 1 to 31/3/12). Work to minimise the workload during the final months of Feb and March 2012 is in hand. Relationships with projects remain excellent despite delivery pressures.</p>	3	4	12	<p>Update: Relationships with ESF-D divisions remains good. Relationship with the auditor is good but trying and unpredictable. Work aimed at improving predictability (e.g. clarifying audit remit) has not produced the desired outcome to date. A six month review of projects has been completed and expectations are shaped to facilitate project management and planning to Dec '11. A focus on effective delivery (rather than large volumes of delivery) is being maintained; it remains uncertain whether projects will be able to deliver to contract. This will be monitored closely over the months of the last two quarters. The gross likelihood score has been increased from 2 (unlikely) to 4 (likely). Residual scores have been increased from a likelihood of 2 (unlikely) to 3 (possible).</p>

EEDA's Corporate (Closure and Transition) Risk Matrix 2011/12 - RESIDUAL SCORES

Date of update: 6 September 2011 -- Item_4_(d)_Annex_1_(b)

IMPACT	5 CRITICAL					
	4 MAJOR		1.1 / 4.1 4.4	5.2 / 6.9	4.3 / 6.7	
	3 MODERATE	6.6	3.1 / 6.1 6.2 / 6.4	2.1 / 4.2 5.3	4.5 / 5.1	
	2 MINOR		3.2 / 3.3 3.4 / 6.8	1.2 / 6.3 6.5	1.3	
	1 INSIGNIFICANT					
		1 RARE	2 UNLIKELY	3 POSSIBLE	4 LIKELY	5 ALMOST CERTAIN
		LIKELIHOOD				

Risk Severity
Significant
High
Moderate
Low

Governance Risks

- 1.1 Failure to act within statutory and delegated powers
- 1.2 Disengagement and loss of board members
- 1.3 Delays to Public Bodies Bill

People Related Risks

- 2.1 Insufficient capacity

Financial Management Risks

- 3.1 Value for Money
- 3.2 Fraud
- 3.3 Insufficient funding from BIS
- 3.4 UK Bribery Act 2010

Knowledge Management and ICT Risks

- 4.1 Loss or misuse of knowledge or information 'owned' by EEDA
- 4.2 Inability to effectively transfer knowledge assets to 3rd parties
- 4.3 [New: ICT Infrastructure and Connectivity](#)
- 4.4 [New: Closure of Victory House and Data Recovery](#)
- 4.5 [New: ICT Support](#)

Overarching Programmes & Projects / Functions / Assets & Liabilities Risks

- 5.1 Stakeholder engagement / relationships / decision-making
- 5.2 Failure to identify and manage failing projects
- 5.3 Transfer and disposal of assets is not successful

Programme and Projects Workstream Risks

- 6.1 Business Link Contract
- 6.2 Manufacturing Advisory Service (MAS East) Contract
- 6.3 CompeteFor Contract
- 6.4 Understanding Finance for Business
- 6.5 Other Access to Finance products (GRAD / GBI / VCLF)
- 6.6 Centre for Integrated photonics
- 6.7 Strategic Innovation Projects
- 6.8 Strategic Planning
- 6.9 ESF Co-financing Programme

Risk Log - Closed risks

No	Area	Risk Description	Current risk score			Actions	Risk Owner	Action Owner	Deadline	Status/Progress/ Comments (with dates)	Status/Progress/ Comments (with dates) - continued	Risk score post-mitigation			Last Review	Date Raised	Linked risks	Linked Issues
			P	I	S							P	I	S				
64	Governance/PM	Failure to address tensions on key issues between RDAs and successor bodies quickly and effectively, disrupts a smooth transition.	3	4	12	Mitigating Actions: 1. Identify where the tensions are. 2. National Transition Board to agree actions to address tensions.	SE	SE		Actions agreed by the National RDA Transition and Closure Programme Board for VCLFs (25/1/11), UKTI (March 2011), MAS, Business Link (February 2011), GBI (9/2/11). 18/2/11 - LH has drafted a dashboard for capturing and tracking the risks to RDA closure from the lack of clarity on transfers. To be agreed between the RDA Transition Board and the FLPB (9/3/11). Outstanding decisions remain on VCLFs.	Closed as covered in risk 63	2	2	4	29/03/11	Jan-10		
27	HR - staff	Delayed decisions on destinations of functions resulting in insufficient time to complete movement of staff	3	4	12	Mitigating actions 1. Quantify likely function 'orphans'. 2. Create detailed map of RDA functions and map to potential homes (ongoing) 3. Obtain final transition proposals from policy leads (ongoing). 4. Ensure timeline for the movement of functions is kept up to date (ongoing).	PH, IG	AD, CN		17/09/2010 - AD/CN were working with PL on a diagram of future functions. This was being updated regularly. 11/11/10 - the Local Growth White Paper has been published and a letter had been sent to RDAs from DEFRA stating that the ongoing delivery of RDPE was being transferred to DEFRA (D10/1253694). 1/12/10 - A timeline for the movement of functions from the RDAs to the future delivery landscape was presented at the Future Landscape Programme Board on 1/12/10. 9/12/10 - MA4 - Simon Edmonds requested from OGDs a list of RDA functions, projects, assets that they want to see continued/retained by the OGD/one of their partner organisations (see D11/163692 and D11/163723 for responses). 20/12/10 - DCLG confirmed, subject to consultation with local partners, that DCLG will subsume Intermediary Body functions and transfer current ERDF teams in the RDAs into DCLG. There will be an innovation space event for BIS Directors on 26/1/11 to discuss what the future landscape will look like. Commenced scoping of ERDF and RDPE staff in RDAs.	CLG running ERDF roadshows for staff in scope for transfer (1st one 17 Jan in ONE and YF). 14/1/11 - MA4 - guidance and timeline on managing the transfer of staff from RDAs to future delivery bodies issued as TGN3/2011 (see D11/59107). 15/2/11 - Paul was working with Andy Dawber, DCLG, Defra, CfEL and TSB to engage in processes. covered in risk 63 'Decisions are made too late resulting in programme moving to the right and decisions being made by default'. Closed as now covered in risk 63 'Decisions are made too late resulting in programme moving to the right and decisions being made by default'.	3	4	12	30/03/11	May 10	4, 34	7, 17, 38
74	Future functions	Incomplete or inadequate assessment of TUPE or COSOP requirements leads to suboptimal decisions for the future landscape.	3	4	12	Mitigating Actions: 1. Ensure that policy leads are aware of what the TUPE/COSOP process involves. 2. Provide advice to policy leads for their communications to RDAs (ongoing)	IG	1 - AD, CN, PH, CGr. 2 - PH, CGr.		24/2/11 - CG, AD, CN provided a workshop for BIS policy leads on the TUPE/COSOP process. Closed as this is now more of a risk for the Future Landscape team - this has been communicated to them.		3	4	12	08/04/11	Jan-11	5	