

THE MARCHES LEP LIMITED BOARD MEETING

Tuesday 21 May 2019

5 pm – 7.30 pm

THE CLIVE, BROMFIELD, LUDLOW, SY8 2JR

AGENDA

Item	Time		Lead	Discussion/ Decision	Paper
1.	17.15	New Model in Technology & Engineering (NMI TE) Update - presentation	Prof. D Langley, G Hughes	Discussion	
2.	17.45	Welcome, Apologies & Declarations of Interest	GW		
3a.	17.50	Minutes of Last Meeting of Marches LEP on 19.03.19 & Matters Arising	GW/GH	Info	x
3b.		Minutes of First Meeting of Marches LEP Ltd on 19.03.19			x
4a.	17.55	Governance - Adoption of Articles of Association - 2019/20 LEP Delivery Plan - Draft LEP Accountability and Assurance Framework	P Collins/GH	Decision	x x x
4b.		LEP Board Recruitment			x
5.	18.20	Newport Innovation Park Update - presentation	DL/KK	Discussion	
6.	18.45	Growth Deal Update (Confidential Item)	NA	Discussion/ Decision	x to follow
7.	19.05	Business Board Chairs' Report	FM/PB	Discussion	x
8.	19.20	Marché International des Professionnels d'Immobilier (MIPIM) Report on partner attendance at MIPIM 2019	MB	Info	x
9.	19.20	LIS Development Update	KJ	Info	x
10.	19.20	LEP Programme Risk Register	NA	Info	x
11.	19.25	Any Other Business	All		

Future Meetings:

Items to be included on the Agenda for 23 July 2019 meeting

1. Skills Advisory Panel
2. Transport
3. Telford Land Deal

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Draft Minutes of the Marches LEP Board Meeting 19 March 2019 at The Clive, Bromfield, Ludlow, SY8 2JR			
Present:			
Graham Wynn OBE	GW	Chair, Marches LEP Board	
Paul Hinkins	PH	Telford Business Board Chair; Deputy Chair, Marches LEP	
Frank Myers MBE	FM	Herefordshire Business Board Chair	
Paul Bennett	PB	Shropshire Business Board Chair	
Dr David Llewellyn	DL	Agri-Tech Food Champion; Vice-Chancellor, Harper Adams University	
Prof. Nazira Karodia	NK	Dean of Faculty of Science & Engineering, University of Wolverhampton	
Paul Kalinauckas	PK	Access to Finance Champion, Chief Executive of BCRS Business Loans	
James Staniforth	JS	Skills Board Chair; Principal and CEO of the Shrewsbury Colleges Group	
Sonia Roberts	SR	Social Inclusion Champion; Charity Manager, Landau Limited	
Andrew Manning-Cox	AMC	Hereford Enterprise Zone Chair	
Cllr Jonathan Lester	JL	Leader, Herefordshire Council (part only)	
Cllr Peter Nutting	PN	Leader, Shropshire Council	
Cllr Shaun Davies	SD	Leader, Telford & Wrekin Council	
In Attendance:			
Gill Hamer	GH	Director, Marches LEP	
Nick Alamanos	NA	Project Manager, Marches LEP	
Hardip Begol CBE	HB	Director Integration & Communities, MHCLG and LEP Senior Sponsor	
Mark Barrow	MB	Director of Place, Shropshire Council	
Richard Ball	RB	Acting Director for Economy and Place, Herefordshire Council	
Kathy Mulholland	KM	Inward Investment & Business Support Service Delivery Manager, Telford & Wrekin Council	
Peter Collins	PC	Sharpe Pritchard	
Ennis Vingoe	EV	LEP Team Support Officer	
Wayne Redge	WR	LEP Office Administrator	
ITEM			ACTION
1.	NMiTE Briefing GW informed the meeting that the New Model in Technology & Engineering (NMiTE) Briefing had been postponed due to unforeseen circumstances and Elena Rodriguez-Falcon would be invited to brief the Board at a future meeting.		
2.	Welcome, Apologies & Declarations of Interest The Chair welcomed Hardip Begol CBE (HB), Peter Collins (PC) and Wayne Redge (WR) to the meeting; and Prof. Nazira Karodia (NK) who was representing Prof. Ian Oakes. Apologies had been received from Prof. Ian Oakes. The Chair reminded all members to complete a declaration of interest form for the meeting if required. Declarations of Interest were made by: DL – as an employee of a higher education institution; PB – working relationship with the LEP's legal firm		
3.	Minutes of last meeting held on 29 January 2019 The minutes from the last Marches LEP Board meeting on 29 January 2019 were approved as a true and accurate record of the meeting. Matters Arising		

	<p>Annual Performance Review – GH reported that the outcome of the Review had been circulated to members and expressed her disappointment at the ‘Good’ rating in each of the 3 assessed areas. Last year’s ratings had included an Excellent for Governance. GW commented that the outcome was positive when compared nationally and due to the changes that the organisation was going through, was a fair reflection of the current risks in terms of governance.</p> <p>LEP Geography – GH said that there was nothing further to report. Discussions were still taking place at Ministerial level.</p> <p>Board Member Recruitment – GH reported that there had been significant interest in the role and 7 formal Expressions of Interest had been received so far. She asked members for their continued assistance in promoting the vacancies up to the closing date of 28 March 2019, particularly in the Herefordshire area. It was noted that the majority of current interest had been from women which was encouraging following the targeted PR campaign and other initiatives. GH thanked SR for her involvement in this campaign. GH would be circulating the approved Job Description for the Marches LEP Chair role to the business community for consultation at the start of April 2019, prior to the role being advertised at the start of May 2019.</p> <p>Work to set up the shortlisting/interview panels would be undertaken during April 2019. Interview panels would consist of an equal split of male and female members. SR had been asked to take part and additional female panel members were currently being sought from the local authority Cabinet membership. GH thanked those Board members who had already expressed an interest in being part of the panels.</p> <p>Confirmation of Appointment of Deputy Chair – following the call for nominations at the last board meeting GW confirmed that PH was the only private sector member who had put themselves forward. The Board unanimously agreed that PH assume the role of Deputy Chair with immediate effect.</p> <p>SEP Publication – the Marches Enterprise Joint Committee held its final meeting on 19 March 2019 where the Strategic Economic Plan (SEP) was approved for publication. A limited number of hard copies would be produced and circulated to Board Members.</p> <p>LIS - Members were invited to attend a Local Industrial Strategy (LIS) planning event at Ludlow Racecourse on 11 April 2019 facilitated by Metro Dynamics. A formal invitation would be issued.</p>	<p>All</p> <p>GH</p> <p>EV</p> <p>EV</p>
<p>4.</p>	<p>Update from Hardip Begol CBE, Senior LEP Sponsor</p> <p>HB commented on the Marches LEP Annual Review and said that the 2018 National LEP Review outcomes had ‘raised the bar’ in terms of governance requirements in particular, and that a ‘Good’ outcome in this criterion for the Marches LEP had been a fair judgement based on these higher expectations.</p> <p>On his 2-day visit to the Marches LEP area HB said that he had so far met with Shropshire Council, the Shrewsbury Flaxmill Maltings Project, Shrewsbury Business Improvement District and University Centre Shrewsbury, and was due to meet with Telford Business Board, attend a Marches Growth Hub event and meet with SR on 20 March 2019. He commented that the great work being done in the Marches area needed to be promoted farther and suggested that Ministers would be very interested in the ‘good news stories’ of the new developments, innovation and economic growth taking place across the area. In terms of Brexit preparations HB noted that contingency planning had been implemented in Government departments and elements such as the Green Paper on the UK Shared Prosperity Fund had been delayed.</p> <p>HB reported that the Stronger Towns Fund would have proportionally more impact in the West Midlands region than some others which better reflected the lower Gross Value Added scores and was a fairer distribution of funds. £212 million had been allocated to the West Midlands. Members discussed the eligibility criteria and HB agreed to query the</p>	

	<p>metric of towns with a minimum 30,000 population, which would effectively rule out many of the smaller towns in the Marches area.</p> <p>GW suggested that the Board could have more regular direct conversations with HB who could feed back points to Government. HB confirmed that he would be very happy to do so.</p>	<p>HB</p>
<p>5.</p>	<p>Governance</p> <p>GH explained that the plan was to move to a second part of this Board meeting following general business in order to formally appoint the Board of the new company and adopt the new Articles of Association. A number of documents had been circulated:</p> <p>Step Plan – PC explained the proposed plan for the first Board Meeting of the new incorporated Marches LEP Co Limited by Guarantee. The new company had been registered in February 2019. The Chair and Deputy Chair were the two initial named Directors. This was done in order to secure the name at Companies House. The balance of the Board would be appointed at this meeting, less the 3 Local Authority Leaders who required 28 days’ notice prior to appointment. PC proposed that the Board would be appointed at this meeting but that it would recommend that, subject to the approval required for the 3 Local Authority Leaders to become Directors being received, the 3 Leaders would be appointed at the next Board meeting (of the new Company).</p> <p>Following a query regarding the status of the Business Boards, PC confirmed that the period of notice required by the local authorities did not also apply to them.</p> <p>Draft Articles of Association – PC explained the evolution of the document through the LEP Network. He said that the document governing process and procedure for the new company should be the Accountability and Assurance Framework (AAF), with as little duplication as possible in the Articles.</p> <p>Members raised a number of queries on specific points in the draft document which were discussed in detail including public/private funds; potential conflicts of interest and payment for services; Terms of Office; election of Chair for Board Meetings in the event of non-attendance by the Board Chair or Vice Chair; there being no shares and the definition of ‘officer’.</p> <p>GH said that she, Gareth Wilson BEIS and PC had met a number of times with local authority Monitoring Officers and the Heads of Economic Development to discuss the implications of the closure of MEJC and the requirements to maintain democratic accountability in the new company. A form of words had been drafted for the AAF which included a list of key strategic issues that the LEP Board would consult the local authorities on. JL commented that the Local Authority Leaders were always accountable to the electorate and that democratic accountability should be at the forefront of LEP considerations. GW acknowledged that this ethos was part and parcel of the operation of the LEP and would continue to be so. GH said that discussions had taken place about the work of the LEP being subject to Local Government Scrutiny. GH said it was proposed that the LEP would report to the three local authority scrutiny panels twice a year on the progress on implementing the LEP Delivery Plan, and to discuss a forward work plan. DL referred to the requirement for ‘consultation and engagement’ and members agreed that ‘consultation’ would be the provision of advice, information and/or opinion but did not necessarily require agreement. GH would meet with local authority Monitoring Officers to draft the form of words for the AAF and circulate this to the Board via email.</p> <p>Members discussed the wording of Article 7.2 and the potential mandatory obligation on directors and suggested the use of the phrase “reasonable endeavours...” where relevant. PC agreed to review and circulate the amended Articles.</p> <p>PC informed the Board that in Article 20.1 the second sentence would be removed as it was now factually incorrect.</p> <p>GW proposed that the Articles of Association be approved subject to the amendments as discussed. The Board agreed.</p>	<p>GH</p> <p>PC</p>

	<p>GW proposed that the AAF be circulated with amendments to the Board for them to provide feedback.</p> <p>Draft AAF - GH said that a draft version of the AAF was required to be on the LEP Website by 31 March 2019. The LEP had formally requested an exemption until the end of May 2019 on this but had not yet received a response from MHCLG. HB said that he would follow up on this.</p> <p>GW proposed that the final sign-off of the Articles and AAF would take place at the Board meeting on 21 May 2019. The Board agreed.</p> <p>GH requested that members read the Conflict of Interest section in the AAF in detail.</p> <p>Draft Scheme of Delegation – the Board approved the document.</p> <p>Draft LEP Board Terms of Reference - the Board approved the document.</p> <p>2019/20 LEP Delivery Plan – GH said that a draft Plan would be circulated before the end of April 2019 in order to be signed off at the Board meeting on 21 May 2019. The document was required to be on the Marches LEP website by 31 May 2019.</p>	<p>GH</p> <p>HB</p> <p>All</p> <p>GH</p>
<p>6.</p>	<p>Growth Deal Update (Confidential Item)</p> <p>NA presented the Growth Deal Update report to the Board detailing the difficulties in generating spend for the 2018/19 financial year. NA went through the proposals to minimise the impact of a known underspend. Members discussed the proposals in the report. NA explained that the success of the proposed solutions was dependent on the projects spending their funds.</p> <p>The Board discussed the staff resources available in the LEP Team to contract and monitor the projects. GH explained that recent gaps in staffing were due to a sector-wide shortage of experienced capital project officers. The LEP had engaged a contractor to assist on a short-term basis and also taken on a temporary member of staff. A full-time Project Officer was due to start in April 2019 on secondment from Shropshire Council. Members also discussed the assessment of project risk and compliance processes. GW thanked members for the discussion and proposed that the Board approve the recommendations set out in Section 3 of the report – the Board agreed.</p>	
<p>7.</p>	<p>Marches Growth Hub Update</p> <p>PH briefed the meeting on the current status of the Marches Growth Hub (MGH) as presented in the report at Item 7. The budget for MGH was £205k and a significant amount of support was provided by the 3 local authorities, University of Wolverhampton and University Centre Shrewsbury. GW thanked PH for his report and asked him pass on the Board’s congratulations to the Steering Group on the MGH achievements.</p> <p>JL left the meeting.</p>	
<p>8.</p>	<p>LEP Programme Risk Register</p> <p>The Board noted the report.</p>	
<p>9.</p>	<p>Any other Business</p> <p>Future High Streets Fund – GH reported that the LEP was providing letters of support for the 5 bids from the local authorities.</p> <p>MPs Briefing Event, London – an event would be held at the House of Commons on 8 May 2019. An afternoon session in conjunction with Midlands Connect would have a focus on transport which would be followed by an event to launch the SEP and publicise the LIS development. Members would be invited to attend.</p> <p>MIPIIM 2019 – MB reported that the Marches LEP, represented by the local authority partners had had a successful event with a number of discussions had with overseas investors. He thanked the Board for supporting the local authorities’ attendance at the event. GW requested a short report from each local authority for the Board meeting on 21 May 2019.</p>	<p>GH</p> <p>MB, KM, RB</p>

	<p>Hereford Enterprise Zone AMC requested that the LEP identify 3 new partner representatives from Shropshire and Telford & Wrekin to attend the HEZ Members Board which meets twice a year. GH asked that Mark Pearce forward a note to her with advance meeting dates and information on the type of persons they were seeking to attend e.g. Local Authority Senior Officer/Business Board member.</p>	AMC
	THE MARCHES LEP LIMITED	
1.	<p>Convening of the first Board Meeting of the Marches LEP Limited See separate Minutes</p>	
	Next Meeting of the Board of The Marches LEP Limited: 21 May 2019, The Clive Arms, Bromfield, Ludlow	

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BOARD MINUTES

OF

THE MARCHES LOCAL ENTERPRISE PARTNERSHIP LIMITED (COMPANY NUMBER 11822614)

Minutes of a meeting of the board of directors of The Marches Local Enterprise Partnership Limited (**Company**) held at The Clive Arms, Bromfield, Ludlow SY8 2JR on 19/03/2019 at 5.15 pm.

PRESENT:	NAME	POSITION
	Graham Robert Wynn OBE	Director
	Paul Angus Hinkins	Director

IN ATTENDANCE:	NAME	POSITION
	Frank Myers MBE	
	Paul Bennett	
	David Llewellyn	
	Cllr Jonathan Lester	
	Cllr Shaun Davies	
	Andrew Manning Cox	
	Sonia Roberts	
	Cllr Peter Nutting	
	James Staniforth	
	Paul Kalinauckas	

1. INCORPORATION OF THE COMPANY

1.1. The Directors reported on the incorporation of the Company.

2. CHAIRPERSON

2.1. Graham Robert Wynn was appointed chair of the meeting (**Chair**).

3. NOTICE AND QUORUM

3.1. The Chair reported that due notice of the meeting had been given and that a quorum was present. Accordingly, the Chair declared the meeting open.

4. DECLARATIONS OF INTEREST

- 4.1. Each Director present confirmed that they had no direct or indirect interest in any way in the proposed transaction to be considered at the meeting which they were required by section 177 of the Companies Act 2006 and the Company's articles of association to disclose.

5. BUSINESS OF THE MEETING

- 5.1. The Chair reported that the business of the meeting was to:
- 5.1.1. Report on the formation of the Company;
 - 5.1.2. Appoint the persons named in paragraph 7.2 to act as Directors of the Company;

6. DOCUMENTS PRODUCED TO THE MEETING

- 6.1. The following documents were produced to the meeting:
- 6.1.1. for information purposes only, the certificate of incorporation of the Company dated together with copies of:
 - i. the current articles of association of the Company, being the model articles with which the Company automatically adopted on incorporation;
 - ii. the memorandum of association;
 - iii. form IN01
filed with the Registrar;

7. APPOINTMENT OF DIRECTORS

- 7.1. IT WAS NOTED that the following, each of whom had indicated a willingness to act by signing Form IN01 were to be the first directors of the Company and also the first subscribers to the memorandum:
- 7.1.1. Graham Robert Wynn OBE (Director)
 - 7.1.2. Paul Angus Hinkins MBE (Director)
- 7.2. IT WAS RESOLVED to appoint the following persons, each of whom consented to the appointment, as additional directors of the Company with immediate effect:
- 7.2.1. Frank Myers MBE
 - 7.2.2. Paul Bennett
 - 7.2.3. David Llewellyn
 - 7.2.4. Andrew Manning Cox
 - 7.2.5. Sonia Roberts
 - 7.2.6. James Staniforth
 - 7.2.7. Paul Kalinauckas
- 7.3. IT WAS FURTHER RESOLVED to appoint the following persons as additional directors of the Company, but conditional upon requisite approvals being obtained from the relevant appointing Local Authorities:
- 7.2.8. Cllr Jonathan Lester
 - 7.2.9. Cllr Shaun Davies
 - 7.2.10. Cllr Peter Nutting

7.3. The Chair reported that subject to the requisite approvals being obtained, their terms of office will start following the convening of the next board meeting set for 21 May 2019.

8. FILING

8.1. The Chair instructed the Company's solicitors to make all necessary and appropriate entries in the books and registers of the Company and to arrange for the necessary forms and documents to be filed at Companies House.

9. CLOSE

9.1. There was no further business and the Chair declared the meeting closed.

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Chair

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(Date)

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Meeting date:	21 May 2019				
Agenda Item:	4 a				
Item Subject:	Governance				
For:	Discussion	X	Decision	X	Information

Purpose:

1. To seek Board Members agreement to the revisions in the draft Articles of Association for the new Company Limited by Guarantee
2. To seek Board Members agreement of the updated Accountability and Assurance Framework (AAF)
3. To discuss and agree any changes to the draft 2019/20 LEP Delivery Plan

Recommendations:

1. To adopt by special resolution the Articles of Association for the new Company Limited by Guarantee
2. To agree the Accountability and Assurance Framework (AAF)
3. To agree the 2019/20 LEP Delivery Plan

Summary:

1. **The revised Articles of Association for the Marches LEP Company Ltd by Guarantee and registration of the remaining Directors of the Company**

At the last Board meeting a number of amendments were requested to the Articles of Association. Attached at Annex A is the tracked change version reflecting those changes for your consideration. Peter Collins from Sharpe Pritchard solicitors will be at the Board meeting to answer questions. It is recommended these now be approved by the 9 appointed Directors. MHCLG wanted the new company established by 31 March 2019 however we obtained an extension to enable the Articles to be agreed at this Board meeting. It is proposed that the three Council Leaders plus two new Board members will be registered to join as Directors of the company at the 23 July 2019 Board meeting.

To note we are in the process of finalising the insurance cover for the Directors of the Company. The LEP Chair and Deputy Chair have supported Gill Hamer in consultation with the 151 Officer in reviewing 3 quotes provided by an independent insurance broker to ensure the appropriate level of insurance cover is in place to protect the Directors and Officers of a company ltd by guarantee.

2. **The Accountability and Assurance Framework (AAF)**

The Government requires each LEP to have an AAF which must be placed on the LEP website for partners and stakeholders to refer to. Because of the LEP Review in 2017/2018 the Ministry of Housing, Communities and Local Government (MHCLG) issued a new Local Growth Assurance Framework in January 2019. This provides detailed guidance for LEPs to develop /update the their existing AAF.

Over 80 updates were required which includes outlining the new governance arrangements e.g. the new Articles of Association and the Scheme of Delegation etc. The draft AAF document is now over 100 pages long. It was loaded as a draft on the LEP website by 31 March 2019. Please follow the link to access the draft AAF for your consideration.

<https://www.marcheslep.org.uk/download/transparency/Accountability-and-Assurance-Framework-2019.-final-draft.pdf>

I should stress that this is a living document that will need updating at least every few months.

To note there are two new sections that I would like to draw to your attention and seek approval for: -

➤ **Democratic Accountability** – page 3 of the AAF which states: -

In the Articles of Association for the LEP Company Ltd by Guarantee (Article 7.2) the LEP Board has agreed to consult the three local authorities of Herefordshire Council, Shropshire Council and Telford and Wrekin Council on the following list of strategic issues:

- *Reports/proposals that set, monitor and review objectives and priorities for strategic economic investment across the Marches LEP area i.e. all plans and strategies the LEP adopts to govern its overall priorities and direction e.g. SEP, Local Industrial Strategy (LIS), Growth Deal proposals, Skills Plan, UK Shared Prosperity Fund.*
- *Reports/proposals that make recommendations regarding selection and prioritisation of bids for external funding e.g. Local Growth Fund (LGF) programmes.*
- *Reports/proposals that make recommendations to establish allocation of Marches LEP revenue and capital spend that is under the control of the LEP and relating to the delivery of the Economic Plans i.e. to consider specific spending allocations including for major transport scheme.*
- *Consider any reports/proposals that are likely to impact on areas of policy that are the responsibility of the Local Authorities e.g. land use, transportation, education and wider community/economic regeneration.*
- *Any other matters that the majority of the Local Authorities believe to be of a strategic significance*

The three local authorities, where practicable and in line with any deadlines set by government, will be consulted by the LEP in advance of any recommendations being taken to the LEP Board on the above listed strategic issues and their views and comments will be included in the LEP Board reports.

The actions and decisions taken by the LEP Board are also subject to scrutiny by the three local authority scrutiny committees of Herefordshire Council, Shropshire Council and Telford and Wrekin Council. See Section 2.5 for detail.

➤ **Non-Compliance** - page 29 in the AAF - The LEP must set out its role in recovering funding where there has been non-compliance, mis representation or underperformance. Please see the new proposed policy which is set out in Board paper 6 which is being sent to you under a separate email on 16 May 2019.

3. Scheme of Delegation for the New Company and the LEP Board Terms of Reference

You will recall the draft Scheme of Delegation and Terms of Reference were circulated to you for consideration at the March 2019 Board meeting. I have not received any requests for amendments, so these have been included in the AAF.

4. LEP 2019/20 Annual Delivery

The national LEP Review required each LEP to produce an Annual Delivery Plan which must include targets for achieving SEP objectives, targets for delivering the Local Growth programme

and other programmes like the Enterprise Zone and Growth Hub and strategic delivery including completion of the LIS. We produced a first draft by 30 April 2019, which we had to submit to MHCLG by that date. I attach the draft delivery plan for your comments and approval. Once approved this will be loaded on the LEP website.

It is proposed this document will be used by the three Local Authority scrutiny panels each September/October and March/ April to monitor the progress the LEP is making in delivering its investment programmes and projects, managing its governance and developing the relevant strategies to inform future investment in the Marches.

Financial implications:

The LEP Secretariat secured funding from MHCLG to support the cost of implementing the LEP Review and this included the costs of the legal advice and support to set up the new company and draw up the Articles of Association. The LEP secretariat will also be securing public liability and Directors Insurance for Board Members plus the services of a professional company secretary to support the Board.

Legal implications:

The LEP has procured the services of Peter Collins from Sharpe Pritchard Solicitors to support the LEP Board in setting up the Company Limited by Guarantee and getting the company incorporated.

Risks, opportunities and impacts:

MHCLG requested that the new Governance arrangements for the Marches LEP be in place by 31 March 2019. The LEP Director sought an exemption (extension) from MHCLG to get all the new LEP governance arrangements in place by 31 May 2019. I have not yet been advised if we have secured this exemption and so I am not clear on the ramifications if we do not do not.

Annexes

A – The draft Articles of Association for the Marches LEP Company Ltd by Guarantee

B - The draft 2019/20 Delivery Plan

The draft 2019 Marches LEP Accountability and Assurance Framework -.

<https://www.marcheslep.org.uk/download/transparency/Accountability-and-Assurance-Framework-2019.-final-draft.pdf>

Background papers:

National Local Growth Assurance Framework Guidance

<https://www.gov.uk/government/publications/national-local-growth-assurance-framework>

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The Marches LEP

Delivery Plan

2019/2020



European Union
European Structural
and Investment Funds

Version No.	Date Issued	Summary of Changes
Version 1.0	15 May 2019	First draft produced as per LEP Review guidelines, for consultation with partners.

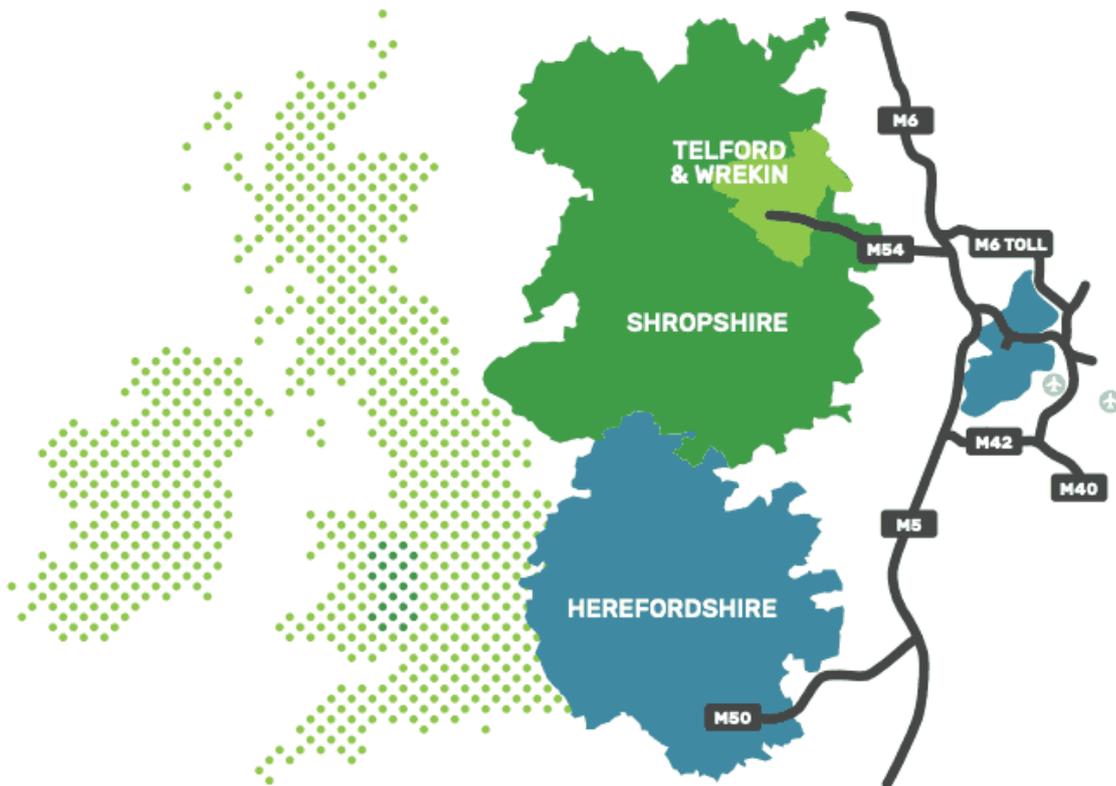
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1.0 Introduction

This Delivery Plan sets out what Marches Local Enterprise Partnership (LEP) Ltd intends to deliver in the 2019/20 financial year.

It is a dynamic document and thus may be subject to change, as the LEP seizes significant opportunities or responds to key challenges that might impact on the national and local economy. Where that is the case and it results in a material change to any of the data, timelines or objectives shown in the Delivery Plan, this will be reflected in an updated version posted on the LEP's web site and shared with government as soon as is practicable.



2.0 Summary and Strategic Objectives

2.1 Strategic Economic Plan

The Marches LEP's new Strategic Economic Plan (SEP) was formally approved in March 2019 and a copy can be found at [The Marches LEP Strategic Economic Plan 2019](#). This clearly sets out our vision for the area as:

- A place which is open for business, up for business and pro-growth.
- At the forefront of changes in how people live, and work using new technology and improved physical and digital connectivity to enable businesses and people to develop, grow and succeed.
- A growing place, attracting more people to come, stay and build their careers and businesses.
- A destination not a boundary - gateway to markets in the Midlands, Wales, South West, North and Europe.
- A visitor destination with significant natural and cultural resources that is well known and attracts people looking for a high-quality experience.
- A pioneer in the provision and testing of digitally driven health and social care for dispersed populations supporting healthy ageing and economic participation in later life.
- A global centre of excellence in advanced manufacturing, specifically automotive, cyber security, and the next phase of technology development in agriculture, environment and food production.
- An inclusive place that enables residents from all communities to thrive and develop with quality jobs offering good wages, training and progression.
- A collaborative and proactive place with businesses, further education institutions (FEIs), higher education institutions (HEIs) and public organisations working together to agree what needs to happen and getting things done.
- Known as a good place to start and grow a business.

The SEP articulates our ambition to become a £23.8bn economy with 5,200 more businesses and 58,700 new jobs by 2038 and it provides a strategic framework to enable this. During 2019/20 we will work with partners to consider opportunities to develop programmes to support the implementation of the SEP, including its key themes of our strategically important sectors, innovation and business environment, skills, and infrastructure and places.

The SEP will also help shape our responses to consultations on the recently announced Stronger Towns Fund initiative and to the UK Shared Prosperity Fund. This will ensure that these new initiatives support the achievement of the goals and vision that have been agreed with partners through the collaborative co-creation of the SEP.

2.2 Key Performance Indicators

To understand our impact on the local economy, in 2019/20 the LEP will develop and monitor a suite of Key Performance Indicators (KPI's). The Marches LEP has recently procured additional resource through the Black Country Consortium to manage this process effectively, providing the LEP with

Regular Intelligence Briefings and an Annual Report to help understand data and trend changes. This will enable informed decisions to be made in relation to the projects/programmes and activity which will help our aspirations in driving economic growth across the region.

Below is an overview of our KPI's, as set out within the 2019 Marches SEP:

By 2038, we have the potential to:

Grow our economy by £8.7bn to £23.8bn



Increase GVA per head to £29,425



Raise our population to 807,500



Build 54,400 new homes



Create 5,200 new businesses and 58,700 new jobs



Increase the proportion of residents with NVQ Level 3+ to 60%



We want to grow our economy in an inclusive and sustainable way:

Be in the top 25% for life satisfaction nationally



Create 1,000 new jobs in low carbon sector by 2030

Move to 50% renewable electricity generation by 2030



Reduce 1990 carbon emissions by 57% by 2032
Lower fuel poverty to below 10% by 2030

2.3 Local Industrial Strategy

During 2019/20 we will develop a Local Industrial Strategy (LIS) for the Marches LEP. To support this, we have engaged an external consultancy resource, Metro Dynamics, who will work with us to create a strategy articulating our local shared priorities for negotiation and agreement with government. This will build on our SEP and highlight our area's unique strengths which can be harnessed to drive productivity and inclusive growth. We will continue to consult with the business community to identify sector/ market opportunities and to gather qualitative feedback to inform our existing evidence base.

2.4 Key Actions for 2019/20

- We will update our evidence base to ensure that we can demonstrate a clear understanding of the structure of our local economy. This will consolidate the work already completed in developing our SEP and will improve our sectoral analysis.
- Additional research into a tourism strategy, a digital strategy and opportunities for innovative healthcare development has been commissioned on behalf of the Marches LEP and will be completed by the end of June 2019.
- Consultation with businesses will sense check our updated evidence base and collate qualitative feedback from the private sector. Facilitated workshops will be held between May and September 2019 to gather information from businesses in the following sectors:
 - Advanced manufacturing and engineering;
 - Food and Drink/agri-tech;
 - Environmental technologies;
 - Cyber security and resilience.
- We will establish a Skills Advisory Panel (SAP) by September 2019 to support the development of the people strand of our LIS and consider how investment in curriculum development can support it.
- We will hold consultation events, supported by the three business boards, FSB, Chambers of Commerce, NFU and other stakeholders, to consolidate our LIS consultation.
- We will continue to liaise with government departments in the drafting our LIS to enable it to be submitted to government for formal sign-off in quarter 4 of 2019/20.

3.0 Governance

3.1 Overview of LEP Governance

In March 2019 the Marches LEP amended its governance structures to reflect the requirement by Government to become a legal entity. The Marches LEP now operates as a Company Limited by Guarantee (CLG) (Company No 11822614) and the LEP Board is the LEP's ultimate decision-making authority from henceforward. Its Board comprises 15 members from both the public and private sector.

The LEP was awarded an exemption by Ministry of Housing, Communities and Local Government (MHCLG) to complete both the Articles of Association for the new company and update its Accountability and Assurance Framework (in line with the MHCLG national guidance by 31 May 2019).

Service Level Agreement

As a consequence of the requirement by MHCLG for the LEP Secretariat to be fully independent of Local Authority influence, the LEP will be putting in place a service level agreement (SLA) with Shropshire Council. This will outline the services the Council will provide, i.e. legal, HR, procurement, finance and IT support for the LEP Secretariat. It is proposed the SLA will be in place by July 2019 following sign off by the LEP Board and will include details of the costs the LEP is paying for each of the services being provided.

Recruitment of a new LEP Chair and Board Members

In January 2019 the LEP Board agreed the process to recruit two new Board members to fill two vacancies on the Board. The marketing and promotion of these vacancies was actively targeted at recruiting female Board members. 13 expressions of interest were received by the end of March 2019 and the work of shortlisting and interviewing the potential new Board members will be completed by the end of May 2019. The aim is that, after induction, the new Board members will become Directors of the company at the July 2019 Board meeting.

In April 2019, the process to recruit a new Private Sector LEP Chair was initiated as the current Chair Graham Wynn OBE will have served as Chair for six years in July 2019. The process was started by undertaking a month-long consultation period to seek the views of the business community in the Marches on the role of the LEP Chair. An external recruitment agency will be appointed in May 2019 to support the LEP Chair appointments panel in the search for suitable candidates, shortlisting and the interview process. The aim is to have the new Chair named by the end of July 2019, to undertake a period of induction and handover and the new Chair to become a Director of the company at the September 2019 LEP Board meeting.

Scrutiny

The LEP has agreed with the three local authorities that it will attend their relevant scrutiny panels twice a year from Autumn 2019. Going forward, the LEP will be asked to report to each Local Authority/Scrutiny Panel in September/ October on progress made in delivering outputs and targets in the first 6 months of that year and highlight future developments for the LEP. This will be followed up in each April/May with reports on progress made in delivering its previous year's annual delivery plan and report on development plans and investments for the following year.

Accounts

Shropshire Council as the accountable body for the LEP will produce a statement of accounts for 2018/19 which will be reviewed by the Board at their July 2019 meeting and then loaded on to the LEP website. The LEP Board is not intending to trade the new company in 2019/20 whilst clarification is sought from the Government on its position as to whether it is required to trade the company or not. If it is required to trade the LEP would then need to work through the implications of the additional costs of incurring VAT and external audit etc. In the meantime, the LEP will continue to use Shropshire Council, as its accountable body, to manage its finances and issue funding agreements and contracts on its behalf.

First Annual General Meeting March 2020

The LEP will schedule a date for its first AGM for March 2020 and promote the meeting to stakeholders.

3.2 Key Actions for 2019/20

- Articles of Association for Marches LEP Ltd and the Accountability and Assurance Framework to be agreed by the LEP Board on 21 May 2019.
- A service level agreement between Marches LEP Ltd and Shropshire Council to be agreed and put in place by July 2019 which will include details of the costs the LEP is paying for each of the back-office services being provided by Shropshire Council.
- Two new Board members to be recruited in May /June 2019 and join the LEP Board in July 2019.
- New LEP Chair to be recruited and join the LEP Board by September 2019.
- The three Local Authorities to invite the LEP to attend scrutiny panels in September/October 2019 and March/April 2020.
- 2018/19 statement of accounts to be agreed by July 2019.
- AGM date to be agreed and promoted by 28 February 2020 to stakeholders.

4.0 Delivery

4.1 Skills

4.1.1 The Careers and Enterprise Company

The Careers and Enterprise Company (CEC) <https://www.careersandenterprise.co.uk/> is a national network set up to inspire and prepare young people for the world of work. It aims to connect schools and colleges, employers and careers programme providers to create high-impact careers opportunities for young people across England.

We will continue to support our three Enterprise Coordinators in their work with schools and colleges in each of our local authority areas to build connections to businesses and high-impact careers activities. They are currently engaged with 16 schools and colleges in Herefordshire, 23 schools and colleges in Shropshire and 18 schools and colleges in Telford & Wrekin. In 2019/20 we will engage with more than 60 schools and colleges across the Marches LEP area and will explore expansion to one extra half post Enterprise Coordinator.

We continue to develop the Enterprise Advisor Network across the Marches LEP area to support additional school and college engagement. We will promote national CEC campaigns, e.g. the 'Give an hour' campaign in April 2019, to raise the profile of opportunities for business volunteers to deliver careers activities in schools or college.

4.1.2 National Apprenticeship Service

The Marches LEP continues to work alongside the National Apprenticeship Service to promote apprenticeships and T Levels to employers and learners in the Marches LEP region. Apprenticeships are one of the key priorities for the Marches LEP to address the area's skills gaps and changing business demands.

National Apprenticeship Week is an opportunity to promote apprenticeships to a wider audience, in particular, to smaller businesses who may not have taken on an apprentice previously. Activity in 2019 saw an increase in the number of apprenticeship enquiries to the Marches LEP. We will continue to build on this agenda for the next twelve months and plan activity for National Apprenticeship Week 2020 with our partners. The Apprenticeship Show, which is held annually, is a joint initiative with Telford & Wrekin and Shropshire local authorities, the British Army and the University of Wolverhampton. This year saw an increase in attendance from the previous year, with 35 schools and colleges attending and 3,700 delegates (including learners, parents and carers) hearing from 65 businesses on opportunities available through apprenticeships. Following the success this year, we plan to further increase numbers of attendees for the event in March 2020.

T Levels are new courses that will be delivered from September 2020, they will follow GCSEs and be equivalent to three A Levels. T Levels will combine classroom theory, practical learning and a

minimum 45-day industry placement to make sure students have real experience of the workplace. The Marches LEP, supported by the National Apprenticeship Service, has worked with providers to plan and deliver multiple employer engagement events to support industry placements and T Levels. This has given providers the opportunity to engage with businesses early and demonstrate their facilities and provision to prospective employers. Using our positive relationship with the FSB and Chambers of Commerce, the LEP has ensured that there is a diverse collection of employers represented at events. We will continue to raise the profile of T Levels with employers throughout 2019/20.

4.1.3 Skills Advisory Panels

Skills Advisory Panels (SAP) aim to bring together local employers and skills providers to pool knowledge on skills and labour market needs, and to work together to understand and address local key challenges. This includes both immediate needs and challenges and looking at what is required to help local areas adapt to future labour market changes and to grasp future opportunities. The new Skills Advisory Panel will replace the Marches LEP Skills Board in October 2019.

To help colleges, universities and private training providers deliver the skills required by employers, now and in the future, the Marches LEP has secured funding to increase its analytical capability. This will enable the SAP to use an evidence-based approach to define, develop and deliver local post-16 skills provision to better meet labour market needs. The Marches LEP will continue working with the Skills Advisory Programme Team, led by the Department for Education (DfE), to develop an analytical toolkit that will underpin the work of the SAP.

We will build on our work with the Department for Culture, Media and Sport (DCMS) and the Department for Work and Pensions (DWP) to support the development of a new digital skills toolkit and increase our understanding of digital skills trends in line with the priorities outlined in our SEP.

4.1.4 Institute of Technology (IoT)

The Marches LEP was included in a successful IoT bid led by Dudley College of Technology alongside an extensive partnership including The Universities of Wolverhampton and Worcester and employers such as Thomas Dudley Ltd, The Hadley Group, Grainger & Worrell Ltd, The Dudley NHS Foundation Trust and Fulcro Coins. By 2025 the IoT plans to support over 2,000 new learners following higher level technical programmes with an emphasis on Apprenticeships. The project totals some £32.5m of investment.

The new IoT will focus its provision on advanced manufacturing, modern construction methodologies and medical engineering, all of which are critical transformational sectors for the regional economy. The project will include the development of a three-storey 4,750m² building sited on Castle Hill adjacent to the new Metro stop, the very Light Rail Innovation Centre and the Black Country Living Museum. Work on the flagship new build is planned to start in October 2019 with the Institute open for learners in September 2021. Elements of the IoT will also operate from the Marches Centre for Manufacturing Technology in Bridgnorth where activity will focus on the delivery of higher-level skills programmes.

4.1.5 European Social Fund (ESF)

ESF funds help local areas stimulate economic development by investing in projects which support innovation, businesses, skills and job creation. See section 4.6 below.

4.1.6 Growth Deal

See section 5.0 below.

4.1.7 Sector-based Skills Provision

During 2019/20, The Marches LEP will continue to work with partners to identify opportunities to support skills interventions and curriculum development in our key sectors.

This will mirror work undertaken in 2018/19 where the Marches LEP pulled together training providers and businesses from the construction sector in order to respond to an opportunity from the Construction Industry Training Board. Through the provision of bid writing investment and partnership support, the Marches successfully secured funding for a Construction Skills Hub to encourage new entrants to the sector. Delivery of this project will be monitored in 2019/20 and additional opportunities will be sought to continue to support this and other sectors.

4.2 Infrastructure

The Marches LEP Transport Officers Group (TOG) produces an Annual Work Plan, providing strategic focus for the year ahead. The following provides an overview of the group's priorities during 2019/20.

4.2.1 Strategic Transport Corridors

Following the adoption of the 'Investing in Strategic Transport Corridors in the Marches' report (May 2016), the Marches LEP continues to lobby and support scheme promoters in delivering key projects that sit within each corridors' project pipeline. The corridors are outlined below:

- North – South Spine
- East – West Central
- North West Frontier
- Wales and Marches to Midlands

Priority schemes include the A53 Shrewsbury North West relief road, M6 / M6 Toll / M54 link road, A5 / A483 corridor improvements and the Hereford Bypass/A49 improvements.

4.2.2 Prioritised Road Investment Programme

Following completion of Phase 2 of the Joint Appraisal Framework a prioritised road investment programme will be developed by Quarter 3 2019/20. This will include:

- Preparing of briefing notes relating to schemes, describing the schemes and capturing their objectives, providing a standardised resource across all schemes.
- Identify the feasibility and design work done to date on schemes.
- Carrying out a gap analysis between the feasibility and design work carried out.
- Bringing schemes to the same stage of development in terms of feasibility and design.

This process will be an invaluable tool in providing the LEP with a clear, concise and transparent evidence base from which future funding can be attracted into the region – helping to further improve our transport network.

4.2.3 Network Readiness for Autonomous and Ultra-low Emission Vehicles

Considerable work is being carried out at a national and international level into the future for completely autonomous vehicles and ultra-low emission vehicles – both for private and commercial use. The TOG on behalf of the LEP will continue to review this emerging demand, including work with key stakeholders around future opportunities.

4.2.4 Energy

In 2018/19 the Marches was one of the first LEP's to have produced an Energy Strategy. This strategy identifies key constraints such as areas where our existing energy infrastructure is already at capacity, but also highlights areas of strength and opportunities.

For the 2019/20 period our Energy Group will be developing a delivery plan implementing the vision outlined within the strategy, which will include the following key milestones:

- Liaise more closely with the local electricity network operators (DNOs) to understand constraints and planned work.
- Development of an Energy Innovation Zone to undertake a pilot smart grid project.
- Facilitating the establishment of a Centre for Agri-Tech Innovation in the Marches.
- Work with energy companies to influence local use of ECO funds for energy efficiency.
- Actively participating in the Midlands Energy Hub:
 - To support and develop local energy projects across the Marches
 - Administer and promote the £1.8 million Rural Community Energy Fund for the Midlands Region.
 - And to share best practice nationally
- Develop, co-ordinate and support new and existing Low Carbon EU/ERDF funded projects across the Marches including;
 - The Marches Renewable Energy Grant Scheme (MarRE)

- Sustainable Energy in Public Buildings (SEPuBu)
- Business Energy Efficiency Programme (BEEP)
- To support the development and expansion of district energy schemes, including the existing heat network at Southwater in Telford and the potential Hereford heat network.

To help bring forward the Delivery Plan the Marches LEP Region is recruiting an officer through the Midlands Energy Hub who will work with the Energy Group around delivering actions, whilst also acting as a link officer with central government.

During the first quarter of 2019/20 the Energy Strategy will be launched digitally, helping to disseminate across partners, generating momentum. A physical launch has also been planned in collaboration with the Marches Local Nature Partnerships around the autumn period.

4.2.5 Digital Connectivity (5G/Broadband)

During the 2019/20 period the Marches LEP will be developing a 'Digital Strategy' to help support the evolving digital needs of the Marches economy - in line with Government's aspirations.

The strategy will help to understand the challenges a digital economy will pose for the Marches' business sectors, whilst also prioritising those sectors that have the greatest potential to benefit from digital growth.

Once the Strategy has been completed the Investment Priorities will become known and a workplan around their development will be developed.

4.2.6 Continuing Engagement with Midlands Connect & Welsh Partners

Given its relatively dispersed locations/destinations for freight movements and its low population density, the Marches region is highly dependent on road freight transport. As a consequence, the Marches LEP enjoys a close working relationship with Midlands Connect and also partners in Wales (representation at the TOG group) to ensure a co-ordinated approach is being undertaken in respect to the development and improvement of our transport network.

During the 2019/20 period the LEP will continue to build on the relationships established through wider engagement with our partners. On 8 May 2019 the LEP will host a Briefing Event in the House of Commons - this event will be undertaken in collaboration with Marches LEP, Local Authority transport leads, Midlands Connect, Growing Mid Wales Transport leads and Welsh Government. The purpose of this will be to outline the Marches and Growing Mid-Wales transport priorities in advance of the Comprehensive Spending Review.

4.3 Marches Investment Fund

The Marches LEP was originally allocated £8.1million Growing Places Fund and to date two loans and one interest-free recyclable grant have been awarded, leaving a balance of £4,205,806.79.

Monitoring of the contracts will be ongoing during 2019/20 to ensure that repayments continue to be on track, in line with agreements, and that outputs are being achieved. Harper Adams University are expected to complete repayment of their loan (£749,999.98) in 2019/20 and Dicentra (£650,392.23) in 2020/21. The most recent award of £2,493,80, allocated in 2018 to support the development of the Shell Store Incubation Centre in Herefordshire, will begin to draw down funds during 2019/20, with repayments scheduled to begin in 2021/22.

The Marches LEP is working with partners to bring forward two pipeline projects, Oswestry Innovation Park (up to £3.5million interest-free recyclable grant) and the Residential Opportunities Fund (covering the whole Marches LEP area and supported through a grant of up to £1million).

During 2019/20, the Marches LEP will identify additional resources to support the development of projects and to consider additional opportunities for the use of MIF funding in line with local priorities.

4.4 Hereford Enterprise Zone

The Hereford Enterprise Zone was designated as the Enterprise Zone for the Marches LEP in 2011.

Herefordshire Council is the principal landowner, and is investing in the necessary infrastructure to open up the site and make plots ready for sale and development.

As at the end of 2018/19 over 44 acres of land had been sold or was committed to development, 46,000 sqm of workspace has been developed or committed, representing £48m of investment value, with 38 businesses moving onto the Zone. These were employing 744 people on occupation, with a further 1,056 in their growth plans.

In 2019/20 objectives are to sell or develop a further 14 acres, triggering 13,000 sqm of workspace development, with 15 more businesses moving onto the Zone.

In addition, a top priority in 2019/20 is to ensure the efficient implementation of two keynote projects supported by the Marches LEP, which will be under construction in the year – The Shell Store Incubation Centre and the Centre for Cyber Security.

4.5 Marches Growth Hub

Business support services delivered by and accessed through the MGH will continue in 2019/20, with BEIS funding of £205,000 used to support our partnership model. Investment in staffing, premises and running costs by our local authority economic development teams and the University of Wolverhampton has established three physical sites in Shrewsbury, Telford and Hereford where businesses can attend events and receive 1:1 support. In addition, the MGH teams deliver outreach support, e.g. in some of our market towns, to support engagement across the Marches.

The focus of 2019/20 will be to continue to increase interactions with businesses and to signpost them to appropriate follow up support, including referrals to ERDF programmes, local authority business support and, where appropriate, private sector providers. This will be encouraged by working with the Marches LEP's PR and Marketing Consultants, Be Bold Media Ltd, to maximise engagement via the MGH website www.marchesgrowthhub.co.uk, e-newsletters, social media campaigns, advertorials and MGH events.

During 2019/20 the Marches LEP will map its business support services against its new Strategic Economic Plan to assess their alignment to SEP priorities and identified growth sectors. Opportunities to further increase MGH capacity and capability in dealing with access to finance and skill enquiries and referrals will also be explored.

Partnership working will continue to be encouraged through the MGH governance and meeting structures, i.e. through the MGH Operational Group (two monthly), MGH Steering Group (quarterly) and MGH Campaign (two monthly) meetings. These will continue the sharing of good practice.

To support businesses in achieving their growth ambitions, the Marches LEP will continue the development of its Access to Finance Forum. Led by a Marches LEP Board member, the Forum will continue to work with the business and professional services sectors, particularly financial intermediaries, to raise the profile of available schemes and to build capacity and capability within the Marches Growth Hub teams.

4.6 European Structural Investment Funds (ESIF)

The Marches LEP area continues to benefit from 2014 – 2020 European Structural and Investment Funding (ESIF). The Marches has £104.5m to spend on local investment across the three ESIF funding streams, including the European Regional Development Fund (ERDF) (£60m), European Social Fund (ESF) (£42m) and Rural Development Programme England (RDPE)(£7.5m).

Funded activity commenced from January 2016 and at 31 March 2019, approximately 75% of the overall budget across the three funds has been committed on activity that is currently in delivery or under appraisal. The remaining uncommitted funds will largely be committed by the end of 2019/20. All funded activity will cease by 31 December 2023.

The funds support a range of activities that aim to improve the local economic performance of the Marches and include business finance and grants, business and innovation support, incubation and grow on space, environment works, workplace and vocational training and employability. Much of the business orientated activity is promoted through the Marches Growth Hub and in so doing it works with range of intermediaries, including universities, local authorities, fund managers and training providers.

The key outputs for ERDF are businesses supported, people trained and jobs created. It is estimated that over the lifetime of the programme, it will have assisted 3,000 businesses, helped to create over 1,000 full time equivalent jobs and support over 20,000 training participants.

The ESF programme supports unemployed and inactive people into employment including those furthest from the labour market and young people not in education, employment or training (NEET), upskilling and re-skilling the workforce of SMEs to support economic growth, engaging businesses with skills and training to increase opportunities for apprenticeship, traineeships, work experience etc. and to improve the relevance of education and training to local growth needs.

The Marches LEP, with the support of the Marches ERDF and ESF Technical Assistance Officers, will continue to maximise the drawdown and impact of ESIF funds during 2019/20 and during the period will:

ERDF

- Run ERDF call windows between June and September 2019, to utilise all the remaining £10.5m across the funding priorities, including the £2m allocation exchange that was agreed in March 2019 with Cumbria, to provide the Marches with more Research and Innovation funding.
- Help and advise at least 10 outline or full applications for ERDF funding, achieving an approval success rate of 90%.
- Publish two professionally designed ESIF newsletters to promote the funds and successful projects.
- Hold at least five ERDF dissemination events to promote ERDF-funded programmes and funding opportunities, with at least one occurring in each of the local authority areas.
- Continue to promote ERDF business support programmes through the Growth Hub, ensuring that Growth Hub Officers remain updated with current programme-level information.

ESF

- Hold a minimum of 5 ESF communication events to promote current and future calls:
 - Current IP 1.1 tender co-financed by DWP (skills support for the unemployed) – Marches-wide workshop held 30 April 2019 for local providers to meet prime bidders to explore sub-contracting opportunities, final bids to be submitted 14 June 2019, contract commencement 7 October 2019 for 3-year contract. Four prime providers have expressed an interest in bidding for the contract covering the More Developed and Transition areas.
 - Current IP 2.2 open call via DWP (improving the labour market relevance of education and training systems) – events are being held on 8 May 2019 for the More Developed area and 9 May 2019 for the Transition area. Work has been done with stakeholders and it is anticipated that bids will come forward in both areas.
 - Re-procurement of IP 1.4 (management of a Community Grant Scheme) co-financed by the ESFA – awaiting procurement timetable from ESFA. Promotional events will be held in the More Developed and Transitional areas.

- Communication events will be held in Autumn 2019 to showcase ESF projects and support will be provided to potential bidders.
- Publish ESF e-Newsletter and bulletins to keep stakeholders up to date and promote future opportunities and showcase existing projects. Funding opportunities are also promoted on the Marches LEP website.
- Support for new ESF providers and contract holders to maximise their performance, i.e. new contract awards to Landau, Dimensions Training Solutions, University of Chester, Telford & Wrekin Council, Marches Centre of Manufacturing and Technology (MCMT) started delivery April 2019.
- Continue discussions with DWP Managing Authority to develop plans for committing remaining allocations, or potential applications to the Reserve Fund for additional allocation where priorities are over-subscribed, potentially in IP 2.2. If all ESF currently out for tender or allocated to contract extensions is committed, the commitment rate for the More Developed area will be 95% and for the Transition area 93%.

4.7 Telford Land Deal

The Telford Land Deal established a new model of public land disposal which has accelerated the sale of residential and commercial sites and is set to see up to £44.5m of land receipts from the sale of Homes England land assets in Telford recycled back into the local area. Cumulatively, by the end of 2018/19, the Deal has delivered c£3.3m in local profit share for reinvestment.

Moving into its fifth year, this unique partnership between Telford and Wrekin Council, Homes England and the Marches LEP is seeking to maintain momentum in the delivery of outputs with more challenging sites coming forward in the programme. Significant upfront investment will continue to be made into de-risking both commercial and residential sites which will include securing outline planning consents and installing supporting strategic infrastructure. During the next 12 months, the Deal will actively seek to accelerate the delivery of residential sites supporting Homes England to achieve their residential targets for their current five-year delivery plan ending 2019/20.

At the April 2019 meeting of the Telford Land Deal Board, approval was given to the proposed Investment and Disposal Programme for 2019/20 which forecasts the following potential outcomes:

- Housing Units completed - 285
- Commercial floorspace completed 12,530m²
- Jobs accommodated/created - 650

Over the next 12 months, the Land Deal will also continue to support the delivery of NI-Park, the flagship Agri Tech Newport Innovation and Enterprise Park. Using Growth Deal funding accessed through the Marches LEP and in partnership with Harper Adams University, NI-Park will provide opportunities for start-ups and larger companies to invest and benefit from the University's knowledge, reputation and partnership with key industry partners including JLR and Caterpillar. In the last 12 months, planning consent has been secured for the development proposals and, reflecting the strength of the Agri Tech sector and the local investment offer, Telford was recognised by the Department for International Trade as one of its first 3 national High Potential Opportunity pilots. During 2019/20, work will commence to deliver the supporting strategic highway infrastructure for NI-Park which will enable the delivery of the phase 1 starter units.'

4.8 Monitoring and Evaluation

Each Funding/Growth Programme has developed its own monitoring and evaluation processes, helping to record specific activities and successes as well as identifying potential risks and any lessons learnt.

4.9 Outputs Expected to be Delivered in 2019/20

Outputs	Actual achieved to date	Forecast in 2019/20	Current Forecast 2020/21	Total Forecast
<u>Marches Investment Fund (MIF)</u> Shell Store Incubation Centre	N/a	N/a	£4m Public sector leverage (ERDF & Herefordshire Council) 45 Construction jobs	£4m Public sector leverage (ERDF & Herefordshire Council) 45 Construction jobs
<u>Marches Growth Hub (MGH)</u> Individuals that receive 'light touch' triage information and/or signposting support excluding website traffic)	2018/19 4,475 individuals	2% increase	N/a	4,565 individuals
Businesses that receive 'medium' and 'High' intensity information, diagnostic and brokerage support	2018/19 357 businesses	2% increase	N/a	364 businesses
Number of Businesses referred to a finance and/or funding programme (Combined figure for 'Medium' and 'High' intensity interventions only.	2018/19 178 businesses referred	2% increase	N/a	182 businesses
Careers and Enterprise Company - Schools and Colleges Engaged with the programme	57	3	0	3
CEC Enterprise Coordinators	3	0.5	0	3.5

Increase attendance at the Apprenticeship and Skills Show:				
Delegates	3,700	100	100	200
Schools and Colleges	35	3	3	6
Businesses	65	5	5	10
<u>Telford Land Deal</u>				
Housing Units Completed	264	285	372	657
Commercial Floorspace Completed	48,543m ²	12,530m ²	45,065m ²	57,595m ²
Jobs accommodated / created	1049	650	296	946
<u>Hereford Enterprise Zone</u>				
Land area sold (acres)	43.9	14	N/a	14
Workspace area developed/ committed to development	45,800	13,000	N/a	13,000
New businesses moved an operating on site	38	15	N/a	15

5.0 Local Growth Fund

5.1 Overview

The Marches LEP is entering its fifth year of its Local Growth Fund (LGF) Programme.

The programme has been successful in developing a number of key infrastructure projects into the area, helping to bring economic growth into the Marches. During the 2019/20 period the main elements of delivery will be focused on our Growth Deal 3 projects (NMiTE, Flaxmill, Hereford Cyber Security and Newport Innovation and Enterprise Park).

5.2 Projects

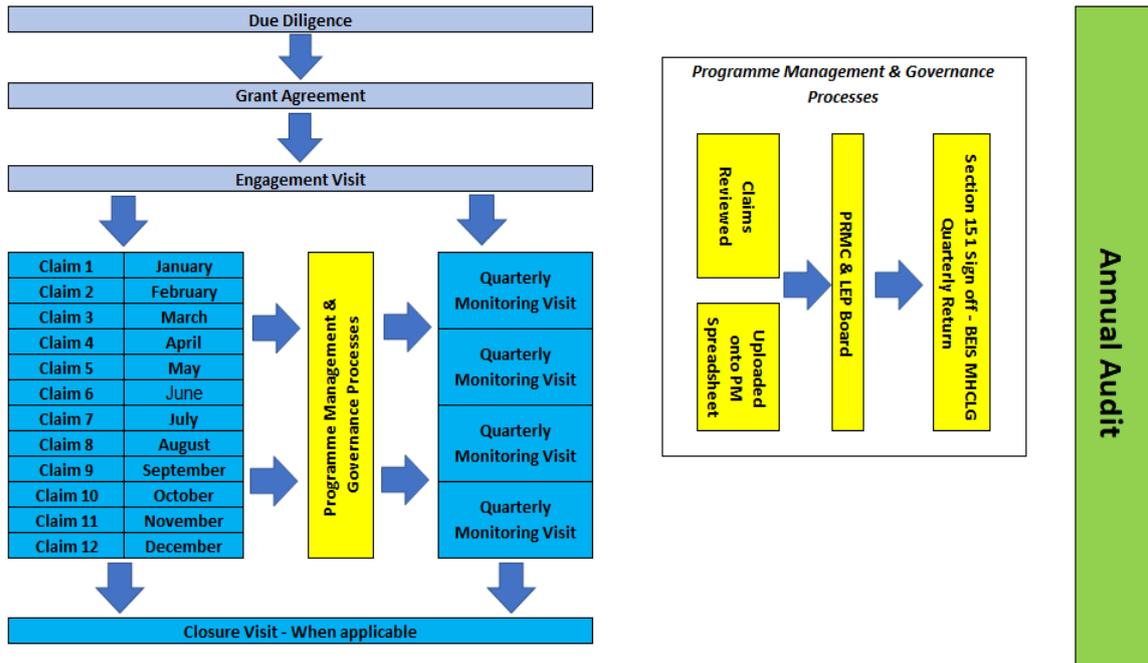
The following projects have been contracted and will be delivering through the 2019/20 period.

Project Name		2019 - 2020		TOTAL
		Profile		
	South Wye Package	-£	1,697,609.00	£ -
Infrastructure				
1	Telford Growth Package	£	-	£ 13,900,000.00
1	Hereford City Centre Transport Package	£	-	£ 16,000,000.00
1	Telford Eastern Gateway	-£	340,000.00	£ 3,600,000.00
1	Telford Bus Station	£	-	£ 1,300,000.00
1	SITP	-£	750,284.00	£ 6,000,000.00
1	OLR	£	766,613.40	£ 4,200,000.00
Skills Capital				
1	GD 1 skills project	£	-	£ 3,245,498.00
Broadband				
2	Connecting Shropshire	£	1,211,642.00	£ 5,022,001.00
2	Superfast Telford	£	-	£ 1,004,000.00
2	Fastershire	£	-	£ 1,673,988.73
Skills - Investing In Our Future Workforce				
3	Marches Skills Capital - Shrewsbury Colleges Group	£	-	£ 209,079.00
3	Marches Skills Capital - North Shropshire College	£	-	£ 423,833.00
3	Marches Skills Capital – Telford College	£	-	£ 520,326.00
3	Marches Skills Capital – Derwen College	£	-	£ 314,950.76
3	Marches Skills Capital – Herefordshire and Ludlow College	£	-	£ 1,059,905.00
3	Skills Unallocated Pot	£	-	£ 270,032.83
Growth Deal 3				
3	NMiTE	£	2,340,000.00	£ 8,000,000.00
3	Flaxmill	£	499,200.00	£ 1,920,000.00
3	Hereford Centre for Cyber Security	£	417,715.93	£ 2,820,000.00
3	Newport Innovation & Enterprise Park	£	3,816,769.00	£ 6,364,000.00
Total		£	6,264,047.33	£ 77,847,614.32

5.3 Monitoring and Evaluation

The Marches has a Performance Management Framework, ensuring we work with our projects in ensuring they are compliant with the conditions of Grant, whilst also identifying any risks, enabling us to work with our Project Promoters to find solutions.

This process is outlined below:



In terms of evaluation during this year the Marches LEP will commission an independent appraisal of projects to provide an objective understanding of progress, as well as lessons learnt for future funding opportunities.

5.4 Outputs Expected to be Delivered in 2019/20

Outputs	Actual achieved to date (1)	Forecast in 2019-20 (2)	Current Forecast 2020-21	Current Forecast 2021-25	Total Forecast
Jobs created / safeguarded	2,814	1,061	1,239	8,237	13,351
Housing Units Completed	2,272	1,247	1,336	4,025	8,880
Length of newly built road (km)	0		4	0	5
Additional Employment Land (ha)	36	10	8	12	66
Commercial Floor Space (sqm)	0	7,700	1,400	42,000	51,100
Students Enrolled	0	50	100	120	270
GVA (£)	0		12,120,000.00	50,294,904.00	62,414,904.00
Homes with access to new/improved fibre optic provision	61,151	2,431	857		64,439
Apprenticeships	259	891	1,026	TBC	2,176
Local Authority/Public Sector Match (£)	37,289,184.75	8,643,013.26	5,976,347.00	22,187,586.00	74,096,131.01
Private Sector Match (£)	84,000.00	10,925,230.00	400,000.00	6,673,397.00	18,082,627.00

(1) Subject to verification being produced to substantiate the data.

(2) Forecasts subject to LEP Board Approval.

5.5 Project Pipeline and Development Funding Pot

The Marches LEP is committed to ensuring that we as a region continue to develop a strong pipeline of projects, helping to achieve economic growth. This will enable the Marches LEP to react to any project underspend across its Programmes, whilst also anticipating future opportunities, including the UK Shared Prosperity Fund.

To help develop this piece of work the LEP has committed up to £300k of funds to support project development activity that meets one or more of the priorities within the:

- Marches European Structural and Investment (ESIF) Strategy
- The Marches LEP's Strategic Economic Plan
- Marches Freight Strategy
- Marches Energy Strategy



Currently 14 projects have been awarded funds from the development pot, helping to support project development and feasibility, whilst also bringing forward projects for future European Regional Development Fund calls.

6.0 Strategic Activity

6.1 Partnership Development

The Marches LEP will continue to work with other LEPs and across a wider geography to deliver its strategic economic plan, develop its Local Industrial Strategy and generate economic growth.

The Marches LEP recognises the value of its vicinity to and relationship with the West Midlands, e.g. the M54/A5 East growth corridor which provides opportunities to support employment-led growth of regional significance. We will continue to work with partners, including our neighbouring Black Country local authorities and the West Midlands Combined Authority as an observer on the WMCA Board, to maximise the economic potential of this and our important role in the West Midlands supply chain. We will seek to make the most of our membership of the Midlands Engine and Midlands Connect through continued strategic engagement.

The Marches LEP is part of the Cyber Resilience Alliance along with our partners Worcestershire LEP, GFirst LEP and Swindon & Wiltshire LEP. The Science and Innovation Audit carried out in 2018 has set out the scale of the opportunity for this sector - this will be considered as a priority within our LIS as there are opportunities for us to inform our skills provision, use of assets and delivery of business support services to support this growth sector.

We are partners with Cheshire & Warrington LEP, Stoke & Staffordshire LEP, and Worcestershire LEP in the Agri-Tech West Alliance (ATWA), driving supply chains in rural economies and developing an inter-LEP approach to growing the agri-tech sector. As part of our LIS development we will review the ATWA relationship and identify new opportunities to grow the partnership to meet the needs of businesses in the agri-food and agri-tech sectors.

Our engagement with Welsh partners will continue in 2019/20. The Growing Mid Wales partnership's new report into Strategic Economic Priorities for the Mid Wales Region and the emerging Growth Deal for Mid Wales will inform programme development and a Growth Deal bid in 2019. It is anticipated that this will include transport projects to implement the joint Freight Strategy that was launched in 2018, a market town support programme and consideration of opportunities to deliver on the post 16 and higher-level skills agenda. We will look for opportunities to support and collaborate with Welsh partners on these areas of shared interest.

6.2 Business and Community Consultation

Throughout 2019/20, the Marches LEP will continue to engage with its business base and our wider communities. The development of the LIS (see section 2.3) will be underpinned through ongoing consultation with businesses and cluster groups to consider opportunities for inclusive growth and to refine our priority actions.

In addition, consultation events will be held in Autumn 2019 to consolidate our LIS consultation programme and to launch our Annual Report. The three business boards, FSB, Chambers of Commerce, NFU and other membership organisations will be key stakeholders in supporting this event. It will outline the role of the Marches LEP as an influencer, highlight the economic challenges and opportunities of our area and will focus on the achievements of the LEP and partners in driving growth.

The Marches LEP has committed to continue funding secretariat support for the three business boards in 2019/20. Although separate to the LEP's governance structure, the business boards provide a valuable connection to our wider business communities.

Liaison with the area's MPs will continue. An event at the House of Commons is being held on 8 May 2019 to highlight the LEP's transport priorities and to formally launch the SEP with MPs, senior civil servants and Welsh Government officials.

Regular meetings with Shropshire and Telford & Wrekin MPs will continue through the current structure which is supported by Shropshire Council, and opportunities to meet with Herefordshire MPs will be sought to highlight LEP investment across the county.

6.3 Marketing and Communications

The Marches LEP has engaged external marketing, communications and PR support through Be Bold Media Ltd following an external procurement exercise in 2018. This enables a co-ordinated approach to communications across the Marches LEP, Marches Growth Hub and Hereford Enterprise Zone.

Be Bold Media Ltd will produce an updated communications plan for 2019/20 by the end of May 2019. This will continue to build and consolidate the local, national and international profile of the Marches LEP area and its priorities as outlined in the SEP and this delivery plan. As well as ongoing updating of the website and an increasing social media presence, the Marches LEP produces a 6-weekly newsletter. These communication channels will enable the promotion of key messages in 2019/20, including:

- The recruitment of the new Marches LEP Chair;
- Liaison with government and senior officials through the House of Commons event, SEP launch and LEP Network activities;
- Annual Report launch in September 2019;
- LIS consultation event in Autumn 2019;
- The Energy Strategy launch in Autumn 2019.

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Meeting date:	21 May 2019				
Agenda Item:	4b				
Item Subject:	LEP Chair and Board Member recruitment				
For:	Discussion		Decision	X	Information
Purpose:					
To outline the:					
<ol style="list-style-type: none"> 1. The progress in recruiting the LEP Chair and next steps 2. The progress in recruiting the Board members to fill the two existing vacancies 					
Recommendations:					
<ol style="list-style-type: none"> 1. To agree the job description for the LEP Chair 2. To agree the membership of the LEP Chair appointments panel 3. To note the progress in recruiting the 2 new Board members 					
1. LEP Chair					
Background					
<p>The Marches LEP Chair, Graham Wynn OBE, is due to stand down as LEP Chair in July 2019 after serving 6 years. At the January 2019 Board meeting it was agreed: -</p> <ul style="list-style-type: none"> • The draft job description and person specification as agreed by the Board would be circulated (as required by MHCLG) for consultation with the business community • That the LEP Chair appointments panel comprise three non- local authority board members, one Local Authority Leader or Deputy Leader, one Local Authority CEO/Senior officer (from a different Council area) and the MHCLG area lead. N.B. the LEP Director would support the Panel as and when required • The LEP Director issue a tender to recruit a nationally recognised recruitment consultant that specialises in recruitment/searches of Chairs for government funded bodies e.g. Berwick Partners (part of Odgers), McLean and Gatenby Sanderson N.B. all these companies have supported LEP's to recruit Chairs previously and the LEP secretariat secured LEP review funds to cover this cost • For 6 weeks the role will be widely advertised in our local press and business journals and via the Cabinet Office Non-Executive Director register. The LEP CEO and current Chair will be available to support the recruiter to answer any queries /questions any stakeholder or interested applicant may have about the role • The recruiter will also work with the Appointments Panel to identify potential candidates as recent experience with the recruitment of other LEP Chairs has shown that some of the stronger /more appropriate candidates do need to be encouraged to consider the role • The shortlisting and interviews will be undertaken by the LEP Chair appointments panel with support from the recruiter with the aim of bringing forward a shortlist of candidates for consideration at a future LEP Board meeting • Announcement of the New LEP Chair will preferably take place before the end of July 2019. 					

- The LEP Director and G Wynn to organise and manage the new Chairs' induction programme over the summer of 2019 with the aim of the New Chair attending their first Board meeting on 24 September 2019.

Progress

The process as outlined at the January 2019 Board meeting has been delayed by just over a month due to capacity issues in the team. The LEP Director prioritised managing year end reporting, producing the AAF and Delivery Plan, starting the recruitment of the two new Board members and organising the 8 May MPs briefing event in the House of Commons.

However, the draft LEP Chair job description and person specification were circulated on 8 April to 12 business representation organisations across the Marches including the 2 Chambers, FSB, WIRE, NFU and the three Business Boards. Comments on the job description were requested by 3 May 2019. By that date 4 responses had been received and their comments have been reflected into the attached job description at Annex A – see the changes in red.

To ensure we get a good geographic and gender balance the following Board members have either volunteered, or kindly agreed, to be Members of the LEP Chair Appointments panel -

Paul Hinkins, Cllr Peter Nutting, Sonia Roberts, Andrew Manning-Cox, Frank Myers

Plus, Katherine Kynaston from Telford and Wrekin Council as the senior Local Authority officer and Gareth Wilson from BEIS/CLG.

The LEP Director issued a tender specification on 25 April to recruit a nationally recognised recruitment consultant that specialises in recruitment/searches of Chairs for government funded bodies e.g. Berwick Partners (part of Odgers), McLean and Gatenby Sanderson. By the closing date on 10 May 7 tender responses had been received and these are in the process of being evaluated. The next step will be to share these with the agreed members of the Board Appointments Panel for them to identify the preferred agency and agree a timetable for appointment with the recruiter.

3. New Board Members

Background

There are two private sector vacancies on the LEP Board. To note the Board membership should comprise 11 private sector members, one community and voluntary sector member, and 3 local authority members.

You will recall LEPs are being asked by government to ensure that at least one third of the LEP's appointed board members are women by the end of the 2019-2020 financial year and act to ensure equal representation of men and women on LEP Boards by the end of 2022-2023. Currently the Marches LEP Board only has one female member, Sonia Roberts. It has been proposed by civil servants that the Local Authorities and Universities represented on the LEP Board consider nominating female members of their Cabinets or senior management teams to help address the gender balance issues on LEP Boards.

Progress

The recruitment process for the new Board members was initiated in mid-February. The press and PR campaign were focussed on making clear that the LEP Board was keen to receive expressions of interest from females. By the closing date on 28 March 13 expressions of interest had been received (to note only 3 from Herefordshire) – 12 were from women. The Board member recruitment panel comprising Graham Wynn, Sonia Roberts, Cllr Lesley Picton (Shropshire Council) and Gareth Wilson shortlisted 6 applicants for interview. The first three candidates were interviewed on 1 May the remaining 3 are being interviewed on 17 May. An update will be provided at the Board meeting.

Financial implications:

The costs of recruiting both the LEP Chair and the Board Members were included in the bid submitted at the end of October 2018 to the Ministry of Housing, Communities and Local Government to cover all the additional costs the LEP would incur because of implementing the LEP review. N.B. The LEP Board agreed the Implementation Plan by email in October 2018. The accountable body for the LEP was paid £200k in early January 2019 to cover all these costs.

Legal implications: None

Risks, opportunities and impacts:

The roles for both Chair and the new Board members will need to be promoted/advertised in a more targeted way to ensure we attract applicants who would improve both the gender balance and representation of those with protected characteristics on the LEP Board. It is proposed a specialist HR consultant be used to support the LEP Board and secretariat and provide advice and guidance on the recruitment process.

Consultation: The LEP Chair job description will be circulated to business stakeholders for comment in April 2019. Both the LEP Chair role and the Board members roles will /have been advertised widely.

Appendices:

Annex 1 – LEP Chair job description

Gill Hamer, LEP Director

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Roles and Responsibilities

Title: Chair of Marches LEP Ltd

Accountable to: Marches LEP Board

Role Purpose: To lead and chair the Marches LEP Board to deliver the LEP Strategic Economic Plan and ensure that the inclusive Public Private Partnership is fit for purpose.

The role of the Marches LEP (MLEP) Chair will include:

- Chair and lead the Board to ensure the development and implementation of the Vision and Strategic Economic Plan to enable economic growth in the Marches
- Ensure that MLEP and the Board comply with the published Assurance Framework
- Set priorities, develop plans, monitor performance, manage risks and ensure that there are enough resources available to deliver the plans
- Share, and facilitate others to share knowledge and expertise to identify the economic, commercial and demographic issues facing the area, particularly strengths and opportunities that should be taken to drive forward economic growth
- Support the development of an effective and inclusive private and public-sector partnership to achieve practical outcomes with a consensual approach
- Chair meetings of the MLEP Board up to 6 times per year plus the Annual General Meeting(s) and prepare for those meetings with the Executive and members
- Formally represent MLEP in meetings with business and public-sector partners including with Government Ministers
- Work collaboratively with Chairs of other LEPs, particularly in the Midlands Engine area, and through the LEP Network
- Work closely with the LEP Director and the LEP Secretariat to ensure a coherent approach and fully utilise the expertise and resource of the team and be the line manager for the LEP Director
- Be available to chair sub-groups or committees or seek nominations from others to do so
- Declare any interests that may be relevant to any MLEP decisions and comply with the Code of Conduct and relevant policy

All Board members have a responsibility to uphold the high standards of integrity and probity as set out in the MLEP Code of Conduct. They should support the Board and LEP Director to create and maintain the appropriate culture and values and behaviours in the Board room and in representing MLEP. You will need to be understanding of and committed to MLEP's equality and diversity policy.

All Board members should be mindful of representing MLEP and recognise that other stakeholders may provide different perspectives on MLEP, its role and performance and encourage that communication.

Person Specification

The Private Sector Chair must:

- Have an office or a base in the Marches LEP (MLEP) region
- Be a senior business leader for at least 5 years of a business based in the MLEP area with a proven track record of leadership
- Command the respect of public and private sector board members and wider stakeholders

- Have outstanding knowledge of the Marches area business environment
- Have substantial experience of building public and private sector partnerships at local and/or regional and national level
- Have a passion and commitment to delivering economic growth in the Marches area
- Have knowledge of one or more of the following:
 - Skills development for young people and the adult workforce
 - Private sector employers
 - One or more of MLEP's growth potential sectors Innovative Health & Social Care, Advanced Manufacturing and Engineering, Food and Drink, Agri Tech, Defence and Cyber Security and Environmental Technologies/new energy
 - Infrastructure development (Housing, Broadband, Transport, Energy)
 - Public and private sector engagement
 - **Voluntary sector**
- Have the proven ability to chair meetings seeking balanced and informed decisions, taking an independent view on key economic issues and have exemplary communications skills
- **Have a wide experience of managing corporate governance and codes of conduct and experience of upholding the highest standards of integrity in regard to perceived or actual conflict of interests**
- Be able to act as a MLEP ambassador across the Marches area and at a national level with Government including Ministers of State

Personal characteristics

- **High emotional intelligence**
- **Good communication skills**
- **Good thinking skills**
- **Deep understanding of the importance of impartiality**

You should expect to spend up about 5 days a month on Marches LEP activities, but it is expected that each board member will do their best to support the LEP Chair when assistance is required. For example, this might mean being available for a Ministerial meeting, which may be arranged at short notice.

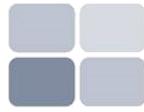
The initial term of appointment is for 3 years and this can be extended a further term, so the maximum will be 6 years unless exceptional circumstances permit an additional year to be granted.

We are seeking to become a more diverse Board which is representative of the Marches area and would particularly welcome applications from women, people with disabilities and people from black and minority ethnic backgrounds.

PA support is available. This is a Pro Bono role, but reasonable expenses will be covered.

Please note the Chair will be selected by an appointments panel, members of which will be agreed by the LEP Board. It is proposed the shortlisting and interviews will take place July 2019 and the LEP Board agree the successful candidate soon after. A handover period will be agreed with the current Chair on acceptance of the appointment. It is proposed the new Chair will take up his or her duties in September 2019.

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Shropshire
Business Board



Telford
Business
Board

Meeting name: Marches Business Board Chairs
Venue: Boardroom, The Clive, Ludlow
Date and time: Thursday 28 March 2019, 1500-1600

Attendees

Paul Bennett (PB)	Shropshire Business Board Chair
Paul Hinkins (PH)	Telford Business Board Chair
Frank Myers MBE (FM)	Herefordshire Business Board Chair
Jaclyn Kitson (JK)	Executive Support, Shropshire & Telford Business Boards

This meeting was convened for the 3 Business Board to Chairs to discuss issues/barriers they feel they are facing with the Marches Local Enterprise Partnership (MLEP). Several topics were discussed at this meeting with the key issues being noted below.

Recruitment Panel for new MLEP Board members:

The Business Board Chairs felt that it would have been beneficial to invite all MLEP board members to participate in agreeing the make-up of the selection panel, to ensure representation from public and private sector and also each of the 3 areas of the Marches.

Lateness of information being sent through to Business Boards from MLEP:

Requests from the MLEP for information/support are often 'last minute' and time constricted. Whilst it is appreciated that this may occasionally be unavoidable, if more notice could be given it would be helpful with Chairs seeking mandate from their Board members.

Make of MLEP Board

The number of Academia representatives on the Board were questioned. Business Board Chairs would like to be able to send a named (and briefed) appropriate substitute from their Board should they be unable to attend meetings. Local Authority substitutes are accepted – as have been academia substitutes previously.

Procurement Procedure

Business Board Chairs would like to be invited to engage with the selection of consultants and have earlier access to proposed timetables for projects that consultants are recruited for and would appreciate more visibility of forthcoming tenders

Cluster Groups to support Local Industrial Strategy

It is appreciated that the LIS is under development but if it is possible to identify which Marches areas are going to lead on which cluster group it would be helpful for the Business Board to begin

preparations for these, such as identifying businesses who would be good to engage with and possibly lead on the Cluster Groups. Need to drive these towards local procurement / supply chains

Future Prosperity Fund – what is the hook for business to engage with Cluster Groups. Outputs would drive attraction for private sector businesses to engage as they are used to being output/target driven.

Events - 10k has been made available for the 3 Business Boards to each run an event in their area for the LIS. These must be followed up with feedback from delegates, and data captured for future use. What would a successful event look like – how is it measured? If data captured can be fed back to attendees then it would be easier to get them to engage in the future.

Business Boards Offer

What is the 'sell' for people to join the Business Boards. What have been the key benefits for the LEP of working with the Business Boards? Outputs/feedback from MLEP on Business Boards support would be useful for when they recruit for new members and to retain the key people that already sit on them.

MLEP Management Group (MMG)

The balance of the MMG is to be expanded and must be private sector led. Could decisions/items discussed at the MMG be forwarded to the Chairs after the MMG meetings for consideration rather than just bringing papers to the MLEP board for ratification?

PRMC

The Chairs feel it would be beneficial to see more output from projects and understand how these are monitored against original bid applications to ensure that we remain on target to meet what was said would be delivered.

MIPIM

Attendance at MIPIM was questioned as it is felt that follow up of leads generated from MIPIM should be more visible and shared. The perception of MIPIM is difficult to manage due to the location of the event, but if more detail could be made available of 'Hot/Warm' leads then this may help allay some of this.

Conflicts of Interest

These are registered , but how are they acted on when a conflict is raised at a meeting?

Future meetings

The group agreed to meet bi-monthly, prior to the MLEP Board meetings.
The next meeting will take place Tuesday 21 May 1500 at The Clive, Ludlow.

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Marches LEP Board – MIPIM 2019 Feedback

Event Background

Established in 1990, MIPIM is a 4-day real estate event to meet the most influential players from all sectors of the international real estate industry. It brings the entire value chain together and gives unrivalled access to the greatest number of development projects and sources of capital worldwide.

MIPIM is a unique exhibition and networking platform to forge deals, attended this year by almost 27,000 delegates from more than 100 countries, attracting a range of investors, developers, intermediaries and public bodies.

The Marches LEP and its authority partners attended as part of the Midlands UK delegation, which hosted a 200 sq m pavilion outside of the Palais des Festivals sat alongside Manchester, Scotland, London and the DIT pavilions to form a UK hub for potential investors.

The pavilion attracted a total of 100 partners (78 commercial), hosted 40 events and showcased more than £11bn of investment opportunities across the region. More than 3,500 delegates visited the pavilion during the course of the week, a footfall increase of 23% compared to 2018.

Funding

For 2019, the Marches partnership increased its total contribution from £30,000 in 2018 to £40,000, equating to a £10,000 contribution from each partner.

The Marches LEP also providing £5,000 of marketing support via BeBold PR to support in the production of marketing collateral, and promotion and communications support throughout MIPIM to the three authority partners.

The £40,000 contribution to the Midlands UK delivered the following for the Marches partnership;

- Four presentation slots (two taken by Shropshire, one by Herefordshire and one by Telford and Wrekin).
- Increased profile for each partner compared to 2018 (including wall space, video and brochure content).
- Covering the costs of all paid passes (legacy passes already included and VIP passes secured at a later date).
- Providing access to a dedicated meeting space on the terrace for all meetings hosted by the Marches partners.

Outcomes

Initial follow up work from discussions out at MIPIM is currently being undertaken individually by each local authority partner and it is suggested that a follow up report and discussion takes place in six months' time to review progress and outcomes to date.

It is key to outline that MIPIM can be a slow burn process and focuses on the establishment and building of relationships. It is therefore highly unlikely that successes will be seen in year one but rather develops initial interest which can be continued back in the UK.

It should also be noted that those in attendance out at MIPIM are there to engage and do business and as such are more open to discussions, which may not be secured in the UK should a cold call be made. It can be a more cost-effective way of engaging with these contacts in one location rather than

spending time and resources travelling around the UK (and overseas), which would prove hugely expensive both in terms of time and resource should these be undertaken individually.

This is the second year that the Marches has attended MIPIM, with attendance in 2018 being very much to test the water. In 2019, there was a significant uplift in activity and lead generation, as well as sites pushed for promotion.

The Midlands UK presence is invaluable in attendance and the support and partnership approach of bringing DIT, the Midlands Engine and public and private sector partners from across the Midlands to attend jointly is a key driver for footfall and supporting a sense of place and collaboration across the Midlands.

Shropshire Feedback

Attendance

Two officers and one elected member, all in attendance from 11th-15th March. All three delegates flew out on the Midlands Charter Flight, supporting to increase our networking opportunities both out bound and in bound. Hotel accommodation was sourced outside of Cannes in neighbouring Juan Les Pins to support in the reduction of costs.

Pitch

Shropshire hosted two presentation slots during MIPIM; the first focused on Shrewsbury: The Big Connection, specifically around the Riverside, with a presentation hosted in the Midlands Pavilion on the Tuesday lunchtime.

The second presentation explored opportunities in wider Shropshire including Ironbridge Power Station, Oswestry Growth Corridor and A41/A49 corridor, hosted in the Midlands Pavilion on Thursday lunchtime. Both presentations were well received and were attended by 80-90 delegates on each occasion.

Shropshire also hosted a lunch for 20 on the Wednesday, inviting a range of public and private sector partners around the table for an informal discussion on opportunities across Shropshire, with a focus on development opportunities around the Big Connection and Riverside in Shrewsbury, supported by sponsors LDA Design.

As part of the Midlands UK sector showcase event on mixed use developments, Regional Director for JLL Ian Cornock promoted the Ironbridge Power Station site as one to watch for the future.

Bespoke marketing material was produced for MIPIM highlighting key development sites and was used alongside the Shropshire Investment Sites map, sector propositions and the Shrewsbury Big Town Plan throughout the week.

Ironbridge Power Station was also featured within the West Midlands Combined Authority Strategic Sites brochure, launched at MIPIM.

Meetings

- Pre-arranged 47 meetings throughout the week.
- Approx. 120 contacts made.
- Focus on engagement with a range of national commercial agents (such as JLL, Avison Young and CBRE), developers (including Stoford, St Modwen and Harworth Group), renewable energy providers (such as Solarplicity and Engie), professional service providers

(including Faithful + Gould, Pinnegar Hayward Design and KPMG), public sector partners (such as WMCA, DIT, WMGC and Constellation Partnership) and a range of hoteliers.

- Attendance at 10 externally hosted networking events during the course of the week including a WMCA reception, RIBA Future Places breakfast and a Wardell Armstrong reception.
- Follow up has been undertaken with around 70 of the contacts made so far with meetings having either already taken place or currently being diarised to explore key opportunities.
- Focus for this follow up has been around Shrewsbury town centre (especially the development opportunities around Riverside), Oswestry Innovation Park, M54 Growth Corridor, SUE West and SUE South.

Costs

- £10,000 contribution to the Midlands UK Pavilion.
- c£9,000 for marketing collateral production and printing, flights and accommodation – a reduction of c£3,000 from 2018.
- £10,750 received by Shropshire in sponsorship from Morris Property, WSP, Montagu Evans, LDA Design (Shropshire Lunch sponsor), Harworth Group and Berrys – an increase of £8,750 from 2018.

Significant interest received and the uplift in activity undertaken resulted in Shropshire more than doubling its leads, whilst reducing overall spend and attracting a number of external partners who supported in event delivery, collateral production and as advocates of Shropshire as a place to invest.

Telford and Wrekin Feedback

Attendance

Two Telford and Wrekin attendees – 12th and 13th March only.

Pitch

NI-Park agri-tech innovation park presentation 13th March - very positive feedback and noted as a completely different offer. Inclusion of video noted as an interesting departure from earlier presentations with the focus on just one offer easier to digest and promote.

Pre-booked meetings held:

- Balfour Beatty
- Countryside Properties
- Thinking Places
- Lovells
- Mott McDonald
- Freeths
- Gleeds
- Morgan Sindall

Meetings/Approaches whilst at MIPIM:

- Jessups
- WSP
- Parkhill Estates
- Bentley Project Management
- Morris Properties

Follow up Meetings/contact back in the UK:

- Jessups

- Countryside Properties
- WSP
- Parkhill Estates
- Gleeds
- Thinking Places
- Abintra Consulting

Meetings with above parties were beneficial in that they established a continued interest in brownfield residential sites and an increasing interest from RP's in delivering affordable and specialist housing in Telford.

Demand is also evident from private developers to work with local authorities to provide care home facilities. Follow up discussions have also reinforced and established support in the Telford growth agenda and the need to identify and promote further employment land particularly along the M54 corridor.

Discussions with Thinking Places in particular have been beneficial in respect of Telford market towns and regeneration opportunities.

Feedback from the Ni-Park pitch was extremely positive. A number of approaches have since been made to support the delivery and also the promotion of the development. Further discussions will be had with interested delivery partners once highway works commence.

General note – opportunity was taken to visit stands with 'competing offers' to understand positioning in terms of market offer and presence at MIPIM. Due to the size and arrangement of the Midlands Pavilion it was clear that more visitors felt comfortable to come in have a look at the promotional material and listen/watch presentations/discussions.

Costs

- £10,000 contribution to the Midlands UK Pavilion.
- c£6,000 for presentation production costs, brochure printing, air fares and accommodation.
- £2,000 received by Telford and Wrekin in sponsorship from Lovell.

Herefordshire Feedback

Attendance

Two Herefordshire representatives (one officer one member) for the 12th and 13th March only.

Pitch

Hereford Enterprise Zone was the focus, specifically the development sites at the north and south magazines with the focus on cyber and Defence and Security sectors. Accompanied by pitch for wider Herefordshire office in terms of business support/sector development proposals at Centre for Cyber Security and Shell Store, and wider regeneration of the city in the form of new bypass, housing growth, new NMiTE university.

Meetings and Events

Held four pre-booked meetings and attended four pre-booked events during the 13th meeting a range of developers, agents, and construction partners. Also had a number of ad hoc meetings and conversations with potential leads during the day and at the various events.

Found there was considerable interest in the projects under development and the changes this would bring to Hereford(shire). Enterprise Zone gained specific traction from potential leads and has

already led to a visit (this week) to Hereford and the Zone from an agent interested in the growth agenda and potential commercial opportunities in and around the city, with an emphasis on the Zone. A further meeting has been set up with a significant construction firm to discuss the wider opportunities across the city.

General feedback has been that the Marches and specific local authorities gained significant exposure through the Midlands Pavilion, the collaborative approach between Midlands LEP's and LA's generates a good vibrancy in the Pavilion and wider event which reflects well on participants.

Costs

-
- £10,000 contribution to the Midlands UK Pavilion.
- £2,795 for flights, accommodation, presentation preparation and expenses.

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Meeting Date:	21 May 2019				
Agenda Item:	9				
Item Subject:	Development of the Marches Local Industrial Strategy (LIS) - Update				
For:	Discussion		Decision		Information X

Purpose:

To update LEP Board Members with progress made with the development of the Marches Local Industrial Strategy (LIS).

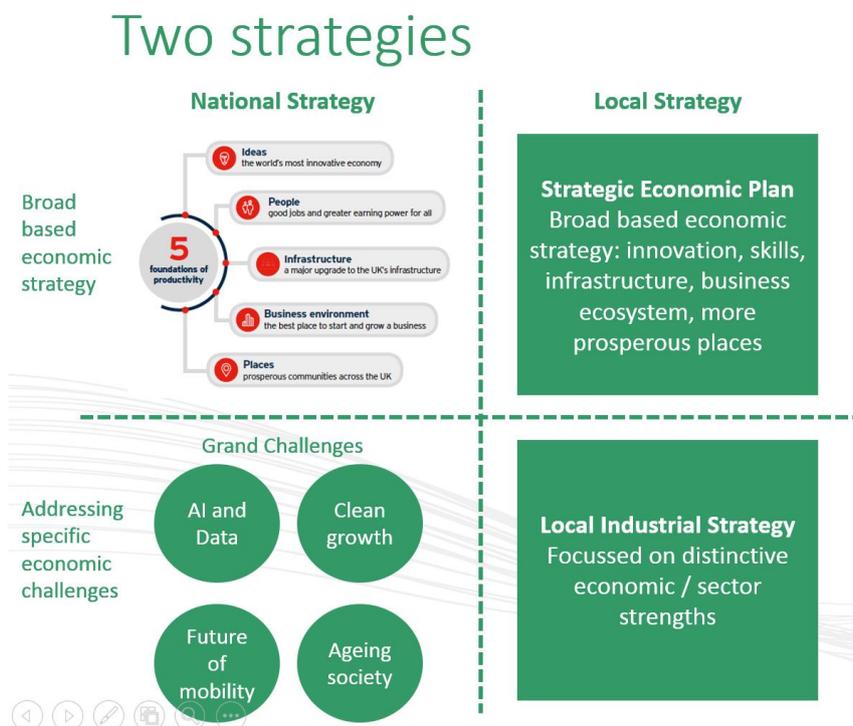
Recommendations:

That Board Members note progress made with the development of Marches Local Industrial Strategy (LIS) and the steps required to complete it in line with government guidance.

Background:

Following an extensive programme of stakeholder engagement and consultation during the last six months of 2018, the Marches LEP has produced a new Strategic Economic Plan (SEP). Consultants, Metro Dynamics, were engaged following an open procurement exercise and they have refreshed the LEP’s evidence base and supported the LEP and wider partners in identifying key opportunities for economic growth. The new SEP and its supporting evidence base are found at the following links [The Marches LEP Strategic Economic Plan 2019](#) and [The Marches SEP Evidence Base](#).

All LEPs are now required to develop a Local Industrial Strategy (LIS) in line with the policy prospectus found [here](#). Our LIS is expected to be clearly based on economic evidence, to build on our updated SEP and be aligned to the Government’s national [Industrial Strategy](#) and its Grand Challenges.



Our LIS will set out the Marches’ unique and distinctive strengths and opportunities to increase productivity. It will also demonstrate how local communities can contribute to and benefit from inclusive economic growth.

The development of the Marches LEP’s LIS will be supported by Metro Dynamics who have recently completed work on the West Midlands Combined Authority’s LIS and are also engaged by Cheshire &

Warrington LEP and Stoke & Staffordshire LEP. This will ensure that we will learn from best practice in other areas (including those LEPs in earlier waves of LIS development) and consider potential opportunities for collaboration.

A project plan has been agreed with Metro Dynamics. This includes the following elements:

- Review of LIS evidence requirements in line with government guidance;
- The commissioning of additional research to develop a wider understanding of underpinning and emerging sectors, led by local authority partners and funded by the Marches LEP:
 - Tourism and Culture Strategy (Telford & Wrekin Council)
 - Digital Strategy (Shropshire Council)
 - Opportunities in Innovation Health and Social Care (Shropshire Council)
- The development and delivery of stakeholder engagement and consultation events, including:
 - A LIS workshop for public sector partners and Board Members held on 11 April 2019 in Ludlow:
 - Sector/cluster-based consultation events to ‘test’ the evidence base and gather qualitative information from businesses on productivity challenges and opportunities. These will include:
 - Automotive/advanced manufacturing cluster event – 4 June 2019
 - Agri tech/agri food & drink (meat and dairy opportunities in the north Marches) 5 June 2019
 - Agri tech/agri food & drink (soft fruit and horticulture opportunities in the south Marches in partnership with Worcestershire LEP) – date tbc
 - Environmental Technologies (alternative energy opportunities) supported by the Marches Nature Partnership – date tbc
 - Cyber security and resilience supported by Herefordshire Enterprise Zone and University of Wolverhampton – date tbc
 - Engagement with the Marches LEP Skills Board to support it in becoming a Skills Advisory Panel as required by government as part of LIS development. Skills Advisory Panels will be expected to ensure that skills provision is clearly linked to local economic opportunities and that commissioning of provision is data driven and evidence based.
 - Wider business consultation through social media and responses to online surveys.
 - Working with the three Business Boards and wider business representative groups to sense check the development of the LIS and its emerging priorities, including open business events in the autumn.
 - Extensive interaction with government departments to ‘co-design’ our LIS by ensuring that it aligns with emerging priorities and policies. This will be an iterative process whereby our LIS is reviewed and our evidence is ‘stress tested’ by government to ensure that proposed interventions are robust and are likely to meet their objectives.

Our LIS is expected to be submitted to government for sign-off by the end of financial year 2019/20.

Government has emphasised that the LIS should not be a bidding document. It should, however, clearly set out opportunities for inclusive economic growth and productivity improvements. The Public Accounts Committee on 13 May 2019 was told that the strength of the LIS will determine how well LEPs will be able to make the case for funding.

Next Steps

- Over the summer, the remaining consultation event and engagement opportunities will be finalised and delivered by the LEP team

- An update on LIS development, including feedback from engagement events and findings from the updated evidence/government department feedback to be provided at the July 2019 LEP Board meeting.
- The terms of reference and proposed membership of the new Skills Advisory Panel to be presented to the LEP Board for formal approval.

Financial Implications:

The budget for LIS development has been allocated as part of the LEP’s operational budget using additional funding that was secured from MHCLG within the successful application for capacity funding linked to the LEP review.

Legal Implications:

None

Risks, Opportunities and Impacts:

Having a clearly articulated LIS will allow the Marches LEP to make a case to government which highlights opportunities for economic growth across the area, outlines our potential contribution to the Industrial Strategy’s Grand Challenges and considers opportunities for inclusive growth.

Consultation:

The LEP team, Metro Dynamics and partners are developing a programme of consultation and engagement activities to support LIS development.

Appendices:

None

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Meeting date:	21 st May 2019					
Agenda Item:	Item 10					
Item Subject:	LEP Programme Risk Register					
For:	Discussion		Decision		Information	X
Purpose:						
To update the Board on both the LEP Strategic and Programme Risk Registers, providing an overview of the significant risks contained within the documents.						
Recommendations:						
That Board Members note:						
<ol style="list-style-type: none"> 1. The content of the Strategic Risk Register (in Appendix 1) and the full LEP Programme Risk Register (in Appendix 2), in particular the significant changes listed in point's 1 and 2 below, providing any comments. 						
Background:						
The LEP Risk Registers (RR) were developed in their current format in 2015, to identify, assess and control uncertainty and improve the delivery of activity, helping to maximise outcomes for the Partnership. They are arranged into five sections:						
<ul style="list-style-type: none"> • Governance. • Resources. • Programme Management. • Stakeholder, Reputational, Communications & Marketing. • Financial & Legal. 						
Each risk is described, the potential impact noted, and the likelihood and impacts are assessed, resulting in a risk rating. The risk response (mitigating action(s) taken) is noted, with an assessment of the likelihood and impact of the risk response resulting in a target risk rating. The owner of the risk and review date are also included, with the final column illustrating whether the risk is either new/increasing/decreasing/unchanged since the last review.						
The Performance Risk and Monitoring Committee (PRMC) considers the LEP Risk Registers in detail at every meeting, highlighting new risks, changes and updates. The PRMC identifies those risks on the Registers that are of a strategic nature, highlighting these to the LEP Board. The LEP Board considers the Strategic Risks, set out in Appendix 1 of this report at each meeting. The full LEP Programme Risk Register is also provided for comment at each meeting.						
The Risk Registers were last reviewed by the LEP Board in March 2019 and will tabled at the 17 th May 2019 PRMC meeting. New or refreshed text is highlighted in red font. The significant changes to the Risk Registers since the last Board meeting are detailed on page 2:						
<u>1. Significant changes to the Strategic Risk Register since it was last considered by the Board</u>						
a) Risk 1.2. The risk response has been updated to include that the LEP will incorporate a non-compliance/clawback policy into the draft Accountability and Assurance Framework.						

- b) Risk 3.12. The risk response has been updated to outline that the reprofiling work on the Growth Deal 1 projects has now been undertaken and LEP officers are currently working with projects to obtain outputs and arrange monitoring visits.

2. Significant changes to the Programme Risk Register since it was last considered by the Board (in addition to those noted above)

- a) Risk 2.2. The risk response has been updated to confirm that one of the LEPs accountancy assistants at Shropshire Council has left (24/04/19) and that discussions are currently being held with the accountable body on filling this role.
- b) Risk 2.3. The risk register has been updated to confirm that on the 15th April 19 the LEP Team welcomed a new member of staff to fill the LEP Project Officer vacancy. To help further alleviate capacity issues a new support post will be created to help with the administration of the LGF Programme.

Financial implications:

There are no specific financial implications arising from this report.

Risks, Opportunities and Impacts:

Risk:

- There may be gaps in the Risk Register. All key strategic risks may have not been identified. The register is reviewed and updated at each PRMC.

Opportunity:

- Regular review of the strategic risks by the LEP Director and the Board should lead to better project/programme delivery and management and improved outcomes for the LEP.

Consultation:

The LEP's PRMC consider the Risk Register at each of their meetings. The Board receives the register, highlighting strategic risks, at each meeting for comment.

Appendices:

Appendix 1 - LEP Strategic Risk Register

Appendix 2 - LEP Programme Risk Register

End