

**THE MARCHES LOCAL ENTERPRISE PARTNERSHIP LIMITED  
BOARD MEETING**

Tuesday 23 July 2019

5.15 pm – 7.30 pm

THE CLIVE, BROMFIELD, LUDLOW, SY8 2JR

**AGENDA**

| Item | Time   |   | Lead     | Discussion/<br>Decision | Paper     |
|------|--------|---|----------|-------------------------|-----------|
| 1.   | 5.15pm | Midlands Centre for Cyber Security – briefing by Professor Prashant Pillai, University of Wolverhampton     | P Pillai | Info                    |           |
| 2.   | 5.45pm | Welcome of New Board Members, Apologies & Declarations of Interest  | GW       |                         |           |
| 3.   | 5.50pm | Governance<br>- Appointment of new Directors  | GW       | Resolution              |           |
| 4.   | 6.00pm | Minutes of Last Meeting of Marches LEP Ltd on 21 May 2019 & Matters Arising<br>- Item 3 Board Membership    | GW/GH    |                         | x         |
| 5.   | 6.05pm | Skills Advisory Panel   | JS       | Decision                | x         |
| 6.   | 6.20pm | LEP Statement of Account 2018/19  | J Walton | Discussion              | To follow |
| 7.   | 6.30pm | Growth Deal Update  | NA       | Discussion              |           |
| 8.   | 6.45pm | House of Commons Committee of Public Accounts – Report on LEPS, June 2019 – implications of recommendations | GH       | Discussion              | x         |
| 9.   | 6.55pm | LEP Chair Recruitment<br>Verbal update  | PH       | Info                    |           |
| 10.  | 7.05pm | LIS Development Update  | KJ       | Info                    | x         |
| 11.  | 7.10pm | LEP Programme Risk Register   | NA       | Info                    | x         |
| 12.  | 7.15pm | Any Other Business  | All      |                         |           |

**Future Meetings:**

**Items to be included on the Agenda for 24 September 2019 meeting**

1. Telford Land Deal
2. Transport
3. LIS – Metro Dynamics update
4. LEP Chair Recruitment & Board Membership
5. LEP Delivery Plan – Progress Report

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**Draft Minutes of the Marches LEP Ltd Board Meeting  
21 May 2019 at 5.15pm at The Clive, Bromfield, Ludlow, SY8 2JR  
(Company Number: 11822614)**

| <b>Present:</b>           |   |  |               |
|---------------------------|---|--|---------------|
| <b>Graham Wynn OBE</b>    | GW  | Chair, Marches LEP Board   |               |
| <b>Paul Hinkins</b>       | PH  | Telford Business Board Chair; Deputy Chair, Marches LEP                                    |               |
| <b>Frank Myers MBE</b>    | FM  | Herefordshire Business Board Chair   |               |
| <b>Paul Bennett</b>       | PB  | Shropshire Business Board Chair  |               |
| <b>Dr David Llewellyn</b> | DL  | Agri-Tech Food Champion; Vice-Chancellor, Harper Adams University                          |               |
| <b>Paul Kalinauckas</b>   | PK  | Access to Finance Champion, Chief Executive of BCRS Business Loans                         |               |
| <b>James Staniforth</b>   | JS  | Skills Board Chair; Principal and CEO of the Shrewsbury Colleges Group                     |               |
| <b>Sonia Roberts</b>      | SR  | Social Inclusion Champion; Charity Manager, Landau Limited                                 |               |
| <b>Andrew Manning-Cox</b> | AMC   | Hereford Enterprise Zone Chair   |               |
| <b>Clr Peter Nutting</b>  | PN  | Leader, Shropshire Council   |               |
| <b>In Attendance:</b>     |   |  |               |
| <b>Gareth Wilson</b>      | GWilson   | Area Lead Cities and Local Growth, Department for Business, Energy and Industrial Strategy |               |
| <b>Mark Barrow</b>        | MB  | Director of Place, Shropshire Council  |               |
| <b>Richard Ball</b>       | RB  | Acting Director for Economy and Place, Herefordshire Council                               |               |
| <b>Katherine Kynaston</b> | KK  | Inward Investment & Business Support Service Delivery Manager, Telford & Wrekin Council    |               |
| <b>Peter Collins</b>      | PC  | Sharpe Pritchard   |               |
| <b>Gill Hamer</b>         | GH  | Director, Marches LEP  |               |
| <b>Nick Alamanos</b>      | NA  | Programme Manager, Marches LEP   |               |
| <b>Kathryn Jones</b>      | KJ  | Partnership Manager, Marches LEP   |               |
| <b>Ennis Vingoe</b>       | EV  | LEP Team Support Officer   |               |
| <b>ITEM</b>               |   |  | <b>ACTION</b> |
| <b>1.</b>                 | <p><b>Welcome &amp; Declarations of Interest</b></p> <p>The Chair welcomed Prof. David Langley (DLangley), Deputy CEO and Chief of External Engagement NMiTE, Geoff Hughes (GHughes), Consultant with NMiTE and Peter Collins to the meeting.</p> <p>The Chair reminded all members to complete a declaration of interest form for the meeting if required.</p> <p>Declarations of Interest were made by:</p> <p>DL – as an employee of a higher education institution and partner to the Local Authority in the Ni park project.</p>   |  |               |
| <b>2.</b>                 | <p><b>Presentation: New Model in Technology &amp; Engineering (NMiTE) Update</b></p> <p>DLangley and G Hughes provided an update on the NMiTE project. The main points covered were:</p> <ul style="list-style-type: none"> <li>• NMiTE’s Unique Selling Point is integrated engineering and producing ‘work-ready’ engineers through new pedagogies;</li> <li>• The curriculum was ready;</li> <li>• The 50-year lease on the former Blackfriars site had been signed;</li> <li>• Phase 1 was underway with a target for ‘fit-out’ of the Blackfriars site for teaching and learning by end September 2019;</li> </ul> |  |               |

|     |  |              |
|-----|--|--------------|
|     | <ul style="list-style-type: none"> <li>Phase 2 – NMiTE would come back to LEP Board in Autumn 2019 to request consideration of potential drawdown of £5.7 million for spend by March 2021;</li> <li>A number of other sites in Hereford Council ownership and Hereford Enterprise Zone would be assessed for potential investment in order to spend NMiTE funds by March 2021;</li> <li>Assurance to LEP Board that the project would come to fruition;</li> <li>Other partners as well as Warwick University were now being engaged as potential validation partners;</li> </ul> <p>DLangley thanked NA for all his hard work in getting the funding agreement to this position. It was planned that it would be signed shortly. GHughes would forward NMiTE promotional material to put onto the Marches LEP website.</p> <p>RB commented that Herefordshire Council was fully supportive of the project and reiterated the commitment given by the Leader of the Council at previous meetings that the Council has made the commitment to use the Blackfriars site in future to underwrite the overall outcomes of the project. Investments in assets in Hereford such as the recent purchase by the Council of College Rd campus and new student accommodation at Station Approach further underlines the Council’s commitment to supporting NMiTE and Higher Education in the city.</p> | GHughes      |
| 3.  | <p><b>Apologies</b></p> <p>GW commented that Telford &amp; Wrekin and Herefordshire Councils’ political representatives were absent from the meeting as the Councils had yet to form cabinets following the recent elections. KK said that roles in Telford &amp; Wrekin would be confirmed on 23 May 2019 and Cabinet would meet on 13 June 2019, where it would be endorsed that a member would become a director of Marches LEP Ltd. RB said that the full Council meeting in Herefordshire would take place on 24 May 2019, but it was unclear what the new administration would look like. GW suggested that he and GH meet with the new leadership team to explain the work of the LEP.</p> <p>GW reported that he and GH had met with the Vice-Chancellor of the University of Wolverhampton to discuss future higher education representation on the Board. It was agreed that GH would prepare a paper for the Board to consider regarding the level of representation from higher education and further education versus private sector representation on the LEP Board going forward. The paper would take account of the fact that 4 current Board members will have served 6 years or more by the end of 2020.</p>  | GH<br><br>GH |
| 4a. | <p><b>Minutes of last meeting held on 19 March 2019 and Matters Arising</b></p> <p><b>Minutes of the last meeting of the Marches LEP Board</b></p> <p>JS suggested that in Item 3 of the minutes of the previous meeting, the written record didn’t accurately reflect the discussion regarding the ‘Good’ ratings in the Annual Performance Review. This was agreed and the minutes would be amended accordingly. Other than this amendment, the minutes from the final Marches LEP Board meeting on 19 March 2019 were approved and signed by the Chair as a true and accurate record of the meeting.</p>  | EV           |
| 4b. | <p><b>Minutes of the first meeting of the Marches LEP Ltd Board</b></p> <p>Other than an amendment to remove a reference to “MBE” on page 2, the minutes from the first Marches LEP Ltd Board meeting on 19 March 2019 were approved and signed by the Chair as a true and accurate record of the meeting.</p> <p><b>Matters Arising</b></p> <p><b>Hereford Enterprise Zone Members Board</b> - AMC would ask M Pearce to forward advance meeting dates to GH and information on the type of persons they were seeking to attend the meetings as new partner representatives from Shropshire and Telford &amp; Wrekin.</p> <p><b>Event to launch the SEP and brief MPs on regional roads strategy at the House of Commons – 8 May 2019</b></p>   | AMC          |



|    |   |    |
|----|---|----|
|    | <p>The Board also <b>noted</b> that the tender responses received for a recruitment consultant would be circulated, along with evaluation notes for the panel to review and to identify a preferred agency, potentially via telephone or face-to-face interview.</p> <p><b>Recruitment of two new Board members</b><br/>GW reported that 13 expressions of interest had been received and 6 female candidates had been interviewed. Two preferred candidates were identified following the interviews. GW suggested that some of the other candidates could be approached to potentially become co-opted members to support the sector sub-groups.</p> <p><b>The Board agreed that the recommended preferred candidates put forward by the recruiting panel should be offered the roles.</b></p>  | GH |
| 6. | <p><b>Presentation: Newport Innovation Park Update</b><br/>KK and DL provided an update on the Newport Innovation (Ni) Park project. The main points covered were:</p> <ul style="list-style-type: none"> <li>• The project had received £6.3 million in Growth Deal funding as part of £200 million public sector funding over the past 3 years; it had attracted £250 million of private sector investment;</li> <li>• Collaboration was taking place with the higher education sector to attract major manufacturers;</li> <li>• Agri-Tech was experiencing global growth and it was important to collaborate internationally in research projects eg China, Zambia, Netherlands;</li> <li>• Hands-Free Hectare project promoted the Marches in 80 countries;</li> <li>• Bringing together agri-tech businesses in Ni.Park gave an opportunity to move innovation forward to a commercial scale;</li> <li>• Circa. 1000 jobs projected and Gross Value Added of £24 million.</li> </ul>  |    |
| 7. | <p><b>Growth Deal Update</b><br/>NA went through the sections in the agenda paper and reported that the overall Growth Deal spend position for 2018/19 was a deficit of £1.47 million. This had been due to Growth Deal 3 contracting issues, and a lack of Growth Deal 1 &amp; 2 projects to bring forward. However, this figure was within the tolerance agreed with Government in January 2019 and the LEP was now in a position to meet Growth Deal project profiles, ensuring that spend balanced overall during 2019/20. The Board thanked NA, the LEP Team and local authority partners for all the work they had done to get to this positive position.</p> <p><b>The Board noted the final Growth Deal outturn position for the 2018/19 financial year.</b></p> <p>NA explained the proposed reprofiling of contracts and outputs of Growth Deal 1 projects and outlined the current position relating to the delivery of Growth Deal Outputs.</p> <p><b>The Board approved the proposed re-profiling of Growth Deal 1 projects and noted the current position relating to the delivery of Growth Deal Outputs.</b></p> <p><b>The Board noted the current position in relation to the development of the NMiTE Funding Agreement as discussed earlier in the meeting.</b></p> <p>NA reported that following discussions it had been established that the NMiTE Project Officer, agreed at the January 2019 Board meeting, could not be funded from the project's capital grant. It was proposed that the post be funded through LEP core revenue funds.</p> <p><b>The Board approved the use of LEP revenue funds to pay for a NMiTE Project Officer role.</b></p> |    |

|            |  |                  |
|------------|--|------------------|
|            | <p>NA referred the Board to the non-compliance policy which had been drafted for inclusion within the AAF. AMC suggested that an applicant should also be asked to explain the reason for the non-compliance.</p> <p><b>The Board approved the LEP's Non-Compliance Policy for inclusion within the AAF subject to the inclusion of the additional question above.</b></p>   | <b>NA</b>        |
| <b>8.</b>  | <p><b>Business Board Chairs' Report</b></p> <p>FM introduced the report. A number of points raised in the report were discussed. The Chairs wished to improve the engagement of Business Board members and ensure that as a private sector led Board, the LEP maintained a focus on private sector inclusion. As noted earlier in the meeting, the LEP Secretariat would endeavour to circulate relevant papers and minutes of LEP sub groups eg Skills Board and Growth Hub meetings, to Business Board Chairs in order for them to be able to share relevant information. GH proposed that information on grants available for SMEs could be included via updates from Growth Hubs as a standing agenda item at the Business Board meetings. GW asked that the Business Board Chairs advise GH if there were any items in their report that they felt had yet to be addressed.</p> | <b>BB Chairs</b> |
| <b>9.</b>  | <p><b>MIPIM 2019 Report</b></p> <p>The Board noted the report and thanked Matt Potts for producing it. JS asked if there was evidence of positive outcomes from attendance at MIPIM 2018. RB commented that interest from investors in the student accommodation in Hereford mentioned earlier in the NMiTE presentation, had been as a direct result of a meeting at MIPIM 2018. MB said that Shropshire Council had a monthly tracker meeting to review leads from MIPIM and to follow up.</p>   |                  |
| <b>10.</b> | <p><b>LIS Development Update</b></p> <p>The Board noted the report.</p>  |                  |
| <b>11.</b> | <p><b>LEP Programme Risk Register</b></p> <p>The Board noted the report. FM suggested that the delayed payments from Shropshire Council due to the difficulties being experienced following the introduction of the new ERP system should be included in the Risk Register. This was agreed.</p>   | <b>NA</b>        |
| <b>12.</b> | <p><b>Any other Business</b></p> <p><b>Agenda for Future Meetings</b></p> <p>GW drew members' attention to the agenda items for the following Board meeting at the bottom of each Board Meeting agenda.</p> <p><b>Business &amp; Industry Event, Mansion House, London on 16 May 2019</b></p> <p>GW updated the meeting on the event hosted by the Lord Mayor of London and The Rt Hon Greg Clark MP, Secretary of State for Business. GW took 3 representatives from businesses in the Marches area to the event. He said the Secretary of State had expressed an interest in visiting the Marches in the near future.</p>  | <b>All</b>       |
| <b>13.</b> | <p><b>Close</b></p> <p>The meeting closed at 8.00pm.</p>   |                  |
|            | <p><b>Next Meeting of the Board of The Marches LEP Limited: 23 July 2019, The Clive Arms, Bromfield, Ludlow</b></p>  |                  |

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|---------------|--|--|----------|---|-------------|
| Meeting date: | 23 July 2019   |  |          |   |             |
| Agenda Item:  | 5  |  |          |   |             |
| Item Subject: | Transition to Marches LEP Skills Advisory Panel and Draft Terms of Reference |  |          |   |             |
| For:          | Discussion   |  | Decision | X | Information |

**Purpose:**

- To seek LEP Board approval of the transition from Marches LEP Skills Board to Marches LEP Skills Advisory Panel by end October 2019 or sooner
- To seek LEP Board approval for the current Skills Board Chair to support the transition to the SAP and to serve as Chair for a further period of one year from September 2019 – September 2020. From September 2020 onwards, the Marches LEP Board will appoint the new SAP Chair for a 3-year period in line with the arrangements for the Marches LEP Board Chair.
- To seek LEP Board approval of the draft Skills Advisory Panel Terms of Reference including membership

**Recommendations:**

1. To approve the transition from the Marches LEP Skills Board to the Marches LEP Skills Advisory Panel by end October 2019 or sooner
2. To approve the current Skills Board Chair will support the transition to the SAP and will serve as Chair for a further period of one year from September 2019 – September 2020. From September 2020 onwards, the Marches LEP Board will appoint the new SAP Chair for a 3-year period in line with the arrangements for the Marches LEP Board Chair.
3. To approve the draft Marches LEP Skills Advisory Panel Terms of Reference, including membership, as detailed in Appendix 1

1. Transition from the Marches LEP Skills Board to the Marches LEP Skills Advisory Panel by October 2019 or sooner.

**Background**

Skills Advisory Panels (SAP) were first introduced by Government in its Industrial Strategy launched in November 2017. In December 2018 the Department for Education (DfE) launched SAP guidance and a toolkit, in which it sets out the requirement for each Mayoral Combined Authority or LEP to carry out the function of a SAP either through an existing or newly formed Skills Board. Generally, DfE are happy with the current set-up of the Marches LEP Skills Board, however, there must be stronger representation from businesses.

**Purpose**

Skills Advisory Panels bring together local employers and skills providers to understand and address key local skills challenges – both immediate and future labour market challenges - with the aim to use the evidence base to advise and support providers to deliver the skills required by employers. This will be achieved by ensuring SAPs have strong governance arrangements and meaningful analytical capability to:

- generate analysis of their local skills and labour markets to understand the local position
- discuss and agree local skills needs priorities in the short-term and medium to long-term
- consider how these will be met through local provision over time

- support the production of strong ‘people pillar’ sections of Local Industrial Strategies (LIS).

The guidance document sets out the roles and governance required by SAPs and an analytical toolkit has been produced which SAPs will use to identify the skills gaps and employment priorities.

### **Governance and Responsibilities**

The SAP Guidance on Roles and Governance document sets out the governance requirements and responsibilities that Government expects SAPs to adopt as part of the Terms of Reference. See Appendix 2, Marches LEP Skills Advisory Panel Terms of Reference.

### **Funding**

The Marches LEP has signed a Memorandum of Understanding (MoU) with the DfE in order to access one off funding of £75,000 which is available to grow the research and analysis capability of the SAP. The MoU requires that the SAP adhere to the roles and governance they have outlined in the guidance.

As a condition of the funding, the Marches LEP have recently completed a review with the SAP Programme team to share progress to date. Baseline data sources and analysis had been commissioned and the information shared with the current Skills Board members for consideration. The transition of the Marches LEP Skills Advisory Panel must be finalised by end October 2019.

### **Remit and Responsibilities of Skills Advisory Panels**

The Marches LEP SAP will have an advisory role for the following responsibilities:

1. Providing a strong leadership role on skills in the local area, engaging with employers and providers and providing skills advice to the Marches LEP Board.
2. Developing a clear understanding of current and future local skills needs and labour market as well as present skills and employment support provision in the area.
3. Building on this high-quality analysis to develop a clear approach to addressing skills and employment challenges within the local area, including by looking ahead to likely skills priorities in the coming decade.

### **Actions for Quality Outcomes**

The Marches LEP SAP will ensure that it can provide well-evidenced, robust advice to influence investment and strategic decisions for addressing local skills challenges and ultimately drive change for the Marches region by:

- producing authoritative evidence-based skills and labour market analysis which clearly identifies local skills and employment challenges, and identifies key areas of future needs relating to projected local employment growth areas
- developing a sophisticated understanding of both the local labour market and skills provision in the local area, the extent to which labour mobility within, or into, a local economy can address skills needs, and the projected gaps between skills needs and skills provision
- building knowledge of the range of both local, regional and national employment provision that exists or is planned
- presenting the analysis at board level and sharing it with the wider employer and provider communities to ensure that their perspective on the local labour market and local employment and skills system is reflected in the prioritisation the board takes forward
- providing analysis to inform the development and the implementation of the ‘People’ element of the LIS.

The Skills Advisory Panels analytical framework contains 5 key stages:

**Stage 1 – Analysis and definition of the local landscape**

- Examination of the current economic landscape in the area
- Determine performance benchmarks within and across multiple geographical levels

**Stage 2 – Analysis of skills demand**

- Identification of the strengths and weaknesses in labour markets
- Exploration of skill needs based on current and future demand
- Insight into business and employer environments

**Stage 3 – Analysis of skills supply**

- Determine available skills against those required in the area
- Identification of potential challenges that may restrict skills supply

**Stage 4 – Mapping of demand and supply**

- Assessment of the types of skills gaps and the causes
- Ascertain whether learner provision and business development meet demand
- Assessment of the likelihood in meeting future demand through current supply

**Stage 5 – Conclusions**

- Derive skills priorities for the local area to improve economic efficiency
- Outline the available or required mechanisms to support the delivery of the skills and employment priorities

**2. Draft LEP Skills Advisory Panel Terms of Reference, including membership.**

Since the launch of the SAP Guidance and Toolkit in December 2018 the Marches LEP has been working on the transition from the Marches LEP Skills Board to the SAP. The Marches LEP Skills Board together with the LEP team have consulted widely with the three Local Authority Skills Leads, Further Education establishments, Higher Education Institutes, Providers and the three Business Boards amongst other Stakeholders, to further develop this document which has resulted in the draft SAP Terms of Reference that you are being asked to approve today. To note that the Chair is in discussion with the Chairs of three Business Boards to discuss employer representation on the SAP and to explore different ways of engaging with businesses.

**Financial implications:**

The Marches LEP has signed a Memorandum of Understanding (MoU) with the DfE in order to access one off funding of £75,000 which is available to grow the research and analysis capability of the SAP. The deadline for expenditure is 31<sup>st</sup> March 2020.

**Legal implications:**

There are no legal implications as the funding will be used in accordance with the Memorandum of Understanding.

**Risks, opportunities and impacts:**

The Marches LEP is required to develop a SAP to support its LIS. A clearly articulated LIS will enable the LEP to make a case to government which highlights economic growth and opportunities for skills development.

**Consultation:**

The LEP team have consulted widely with the Skills Board members including the Marches LEP Business Board Chairs and other partners to develop the Skills Advisory Panel and required governance documentation. Discussions have also been held with other LEPs and the SAP Programme Team.

**Appendices:**

**Appendix 1 Skills Advisory Panel Terms of Reference**

Report Author: Aggie Caesar-Homden, Marches LEP Skills Project Manager, 01743 462 026;

[Aggie.caesar.homden@marcheslep.org.uk](mailto:Aggie.caesar.homden@marcheslep.org.uk)

## The Marches LEP Skills Advisory Panel Terms of Reference

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### Roles and Responsibilities:

A sub-group of the LEP Board which will operate under the following delegations from the Board and will be responsible for providing well-evidenced, robust advice to influence investment and strategic decisions for addressing local skills challenges and ultimately drive change for the Marches region by:

- Commissioning robust and authoritative evidence-based skills and labour market analysis which clearly identifies existing local skills and employment challenges and identifies key areas of future needs relating to projected local employment growth areas.
- Building an understanding of the local area across a range of partners including employers (SME and larger employers from across the private and public sectors), all types of training and education providers and other key partners (including the community & voluntary sector) to agree shared approaches to addressing the challenges the analysis has identified.
- Working with the LEP Secretariat to develop the 'People' element of the Local Industrial Strategy (LIS) and providing analysis to inform its implementation.
- Ensuring the LEP Skills Plan takes forward the priorities of the Strategic Economic Plan (SEP) and reflects the skills needs of employers in the Marches, in particular for its priority sectors.
- Presenting labour market analysis at board level and sharing it with the wider employer and provider communities to ensure that their perspective on the labour market and employment and skills system is reflected in the priorities the board takes forward.
- Acting as co-ordinator of local skills providers by fostering co-operation between providers in a mix of provision and actively working with a range of local providers (Further Education, Higher Education and independent) to plan for how the skills needs are to be met.
- Raising the profile of apprenticeships at all levels with local employers and providers and having oversight of Apprenticeship activity in the Marches.
- Encouraging local providers to reflect the Skills Advisory Panel analysis when planning for T Levels implementation and delivery, and for the Skills Advisory Panel analysis to inform the investments that are made in the provider base to prepare for T Levels roll-out
- Working closely with careers advisory services (National Careers Service and Careers Enterprise Company) to ensure that potential learners are informed about potential career routes within a local area, and that all careers information and guidance is informed by up-to-date local labour market information.
- Sharing analysis and best practice, as widely and transparently as possible, with central government and other Skills Advisory Panels to learn from each other and tackle wider skills challenges.
- To provide a robust evidence base to shape prioritisation for funding when funds come available in line with the LEP Accountability and Assurance Framework.
- Identifying the activities to be funded under the ESF programme in partnership with the Education and Skills Funding Agency and make recommendations to the LEP Board and the ESIF Committee on the allocation of ESF funds. Joint monitoring and scrutiny of ESF funded projects.
- On behalf of the LEP, attend skills events and workshops and support employer engagement events.
- To receive regular reports on the work and the activities of the Growth Hub, in particular the levels of skills support enquiries and providing feedback on the content of skills support on the Growth Hub website.
- To encourage usage of the Growth Hub by employers for training provision and the ongoing development of the Skills Portal to include the Careers and Enterprise Company programmes and Apprenticeships.

## **Democratic/Financial Accountability:**

This sub-group will:

- Be a Sub-Group of the Board and present exception reports at the bi-monthly LEP Board meetings. The reports to include information on Capital Skills projects, spend and outputs and the Careers and Enterprise Company Programme.
  - Meet quarterly and will be deemed quorate if at least 3 non-LEP Board Members attend the meetings.
  - The Membership and Chairmanship of the sub-group and its Terms of Reference will be reviewed every two years by the LEP Board (see details of Membership below).
  - The board will meet 4 times per year or more frequently with agreement of the Chair. Attendance will be monitored and it is expected that Panel members make every effort to attend all Panel meetings, repeated non-attendance may result in a request to step down from the board.
  - Have a geographical balance to its membership.
- Minutes of the meetings will be circulated 4 working days after every meeting.
  - SAP Members will receive updates from the following Skills Advisory Panel sub-groups – Skills Leads Operations Group to include ESFA Tripartite Meetings and the Careers and Enterprise Company meetings with the Regional Lead, Higher Education sub-group, and other sub-groups.
  - Members must declare an interest in any agenda items at the start of each meeting and not participate in discussions about either the development of project call specifications that are limited to scope/relate to a project in which they have an interest; or outline and full applications that have been submitted by them or organisations for which they work/by whom that are employed/that they own/that they represent.
  - Members will be required to register any organisational and/or personal interests of his or her own or immediate family which might be seen as creating a possible conflict of interest with their position on the Skills Board with regard to the functions set out in the Terms of Reference for the Skills Board. Each Board member will be required to complete and sign a LEP form before joining the Board. These details will be retained by the LEP Secretariat and be logged on the LEP Register of Interests.
  - All Board members must act in accordance with the “Seven Principles of Public Life” known as the Nolan Principles.

## **Membership:**

The Chair of the Skills Advisory Panel will be a member of the Marches LEP Board, to ensure that the Skills Advisory Panel advice is reflected in strategic board discussions. There is an expectation that the arrangements for the Chair’s term will be in line with the arrangements for the Marches LEP Board’s chair. The current Skills Board Chair will support the transition to the SAP and will serve for a further period of one year from September 2019 – September 2020. From September 2020 onwards, the Marches LEP Board will appoint the new SAP Chair for a 3-year period in line with the arrangements for the Marches LEP Board Chair.

The Deputy Chair will be a non-provider member of the Business community and will be nominated by the Business Board Chairs. The arrangements for the deputy chair’s term will be in line with the Marches LEP Board’s private sector member.

The Skills Advisory Panel should reflect the needs of the local area in terms of its size and membership. However, DfE would normally expect the Skills Advisory Panel to have between 15 and 20 members depending on local circumstances, including those with specialist knowledge (such as analytical and financial experts).

| Sector   | Name   | Job Title and Organisation  |
|--|--|---|
| Chair  | James Staniforth   | Marches LEP Board Skills Advisory Panel Chair; Principal and CEO Shrewsbury Colleges Group  |
| Higher Education   | Andy Jones<br>Paul Kirkbright<br>Prof. Elena Rodriguez<br>Falcon<br>Prof. Jackie Dunne | Harper Adams University<br>University Centre Shrewsbury<br>New Model in Technology and Engineering (NMiTE)<br>University of Wolverhampton   |
| Further Education  | Ian Peake<br><br>Graham Guest<br>Meryl Green<br>Unfilled<br>Unfilled                   | All SWAOC College Principals:<br>Herefordshire, Ludlow and North Shropshire College<br>Telford College<br>Derwen College<br>Hereford Sixth Form College<br>Hereford College of Arts |
| Independent Training Providers   | Clair Schafer  | Marches Skills Provider Network   |
| Department for Work and Pensions   | Karen Manuel – to be confirmed   | Senior Employer and Partnerships Leader, Midland Shires District  |
| Local Authority Skills Leads   | Alexia Heath<br>Janine Vernon<br>Sue Marston   | Herefordshire Council<br>Shropshire Council<br>Telford and Wrekin Council   |
| Voluntary and Community Sector   | Sonia Roberts  | LEP Board Member - Chair of Community & Voluntary Sector Group, Charity Manager - Landau  |
| Business Boards Chairs to serve a 2-year term unless otherwise agreed.<br>SAP Deputy Chair to be nominated from this sector but must be a non-training provider business                         | Frank Myers<br>Paul Bennett<br>Paul Hinkins  | Herefordshire Business Board<br>Shropshire Business Board<br>Telford Business Board   |
| Businesses/Employers e.g. Federation of Small Businesses<br>Chambers of Commerce<br>Sector specific organisations e.g. Shropshire Constructing Excellence (SCE), CITB                            | To be confirmed  |   |
| <b>Other Attendees</b>   |  |   |
| Marches Local Enterprise Partnership   | Gill Hamer<br>Kathryn Jones<br>Aggie Caesar-Homden                                     | Director<br>Partnership Manager<br>Skills Project Manager   |
| Specialist knowledge and expertise to oversee influential skills and labour market analysis, advise on effective local strategies, and advise on, and assist in the implementation of, effective | Scott Grindey  | Black Country Observatory – commissioned for specific data analysis work  |

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| <p>local funding and investment decisions.<br/><b>To attend as and when requested.</b></p>  |  |   |
| <p>Relevant local representatives from the following organisations to attend periodically. Examples include but are not limited to:<br/>Department for Business, Energy and Industrial Strategy (BEIS)<br/>Department for Education (DfE), National Apprenticeship Service (NAS) and Education and Skills Funding Agency (ESFA)<br/>Department for Culture, Media and Sport<br/>and<br/><b>To attend as and when requested.</b></p> | <p>Gareth Wilson<br/><br/>Amelia Brennan<br/><br/><br/><br/><br/><br/><br/><br/><br/><br/>Gary Coyle</p> | <p>BEIS, Area Lead, Cities and Local Growth<br/><br/><br/><br/><br/><br/><br/><br/><br/><br/>DfE/ESFA/NAS, Intermediaries Manager- North<br/><br/><br/><br/><br/><br/><br/><br/><br/><br/>Head of Engagement - Local Digital Skills Partnerships<br/>Digital Skills and Inclusion</p> |

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| <b>Meeting date:</b>   | 23 July 2019   |          |                 |  |                    |
| <b>Agenda Item:</b>  | 6  |          |                 |  |                    |
| <b>Item Subject:</b>   | 2018/19 Financial Year - Draft LEP Statement of Accounts   |          |                 |  |                    |
| <b>For:</b>  | <b>Discussion</b>  | <b>X</b> | <b>Decision</b> |  | <b>Information</b> |
| <b>Purpose:</b>  | To receive a briefing from James Walton, the Head of Finance, Governance and Assurance (Section 151 Officer) at Shropshire Council on the draft LEP 2018/19 Statement of Accounts.   |          |                 |  |                    |
| <b>Recommendations:</b>  | To review and provide any comments on the draft Marches LEP Statement of Accounts for 2018/19.   |          |                 |  |                    |
| <b>Summary:</b>  | <p>Shropshire Council acts as the Accountable Body for the Marches LEP income and expenditure. It also undertakes internal audits of the LEP funding and payments and related governance. James Walton will take the Board through the attached 2018/19 Draft Statement of Accounts (Appendix 1) at the meeting, highlight key issues and will take questions.</p> <p>It was agreed at the July 2017 Board meeting that as the LEP finances are managed in accordance with Local Government finance procedures we would not incur the additional cost of undertaking external audits on the draft statement of accounts.</p> <p>Any agreed changes /clarifications by LEP Board members at the Board meeting will then be made and the statement of accounts will be loaded on to the LEP website after being signed by J Walton and G Wynn.</p> |          |                 |  |                    |
| <b>Financial implications:</b>   | The LEP under an SLA reimburses Shropshire Council for the financial management and reporting it undertakes for the LEP. For 2018/19 financial year the total cost was £32,692.  |          |                 |  |                    |
| <b>Legal implications:</b>   | None   |          |                 |  |                    |
| <b>Risks, opportunities and impacts:</b>   | The LEP is required by the Ministry of Housing Communities and Local Government to produce annual accounts to provide transparency for stakeholders on the public funds it receives and on what the funds have been spent. To note a summary of the key financial information from the Statement of Accounts will be included in the 2019 LEP Annual Report which will be produced in Autumn 2019.   |          |                 |  |                    |
| <b>Appendix 1 – 2018/19 Financial Year Draft Statement of Accounts for the Marches LEP</b> |  |          |                 |  |                    |

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| <b>Meeting Date:</b> | 23 July 2019  |  |                 |  |                      |
| <b>Agenda Item:</b>  | 10  |  |                 |  |                      |
| <b>Item Subject:</b> | Development of the Marches Local Industrial Strategy (LIS) - Update |  |                 |  |                      |
| <b>For:</b>          | <b>Discussion</b>   |  | <b>Decision</b> |  | <b>Information</b> X |

**Purpose:**

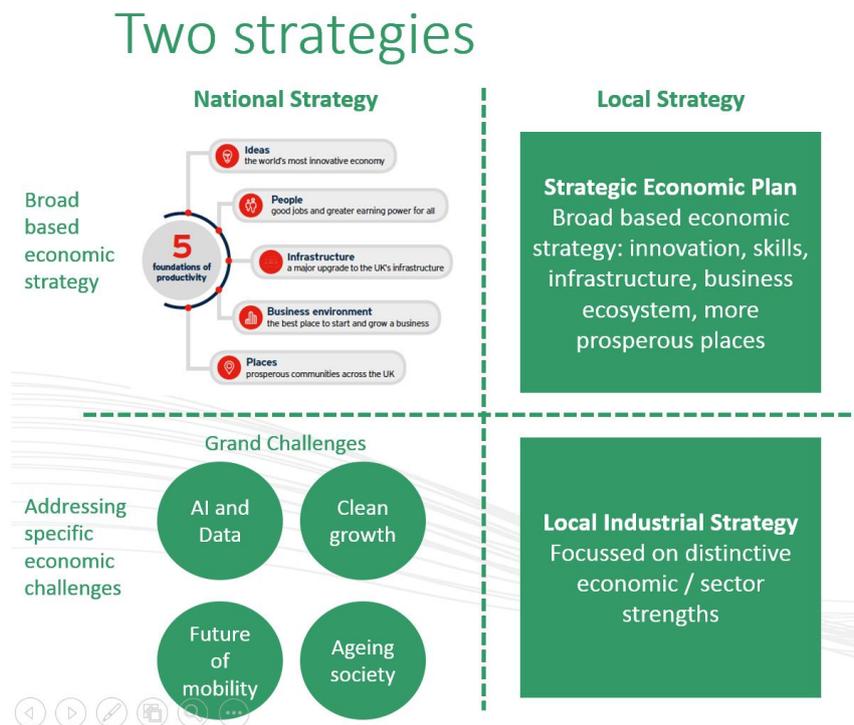
To update LEP Board Members with progress made with the development of the Marches Local Industrial Strategy (LIS).

**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:**

All LEPs are required to develop a Local Industrial Strategy (LIS) following the publication of the [Industrial Strategy](#) in November 2017. To date, two have been published: West Midlands Combined Authority (WMCA) in May 2019 and Greater Manchester in June 2019. The Marches LIS is being developed in line with the Government’s policy prospectus found [here](#), it will be based on economic evidence and will build on the priorities and local strengths identified in [The Marches LEP Strategic Economic Plan 2019](#).



Our LIS will set out the Marches’ unique and distinctive strengths and outline 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 is being supported by Metro Dynamics who recently facilitated the update of the Marches LEP’s Strategic Economic plan and who are bringing insight

from their work on the WMCA's LIS and those being developed by Cheshire & Warrington LEP and Stoke & Staffordshire LEP amongst others. This experience will ensure that we will learn from best practice in other areas (including LEPs in earlier waves of LIS development) and consider potential opportunities for collaboration.

To date, the following work has been completed on the Marches LIS:

- 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. This element has been led by local authority partners and funded by the Marches LEP and all three pieces of research will be completed by the end of August 2019:
  - Tourism and Cultural 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 gather qualitative information from businesses on productivity challenges and opportunities. These have included:
    - Automotive/advanced manufacturing cluster event held on 4 June 2019.
    - Agri tech/agri food & drink (meat and dairy opportunities in the north Marches) held at Harper Adams University on 5 June 2019.
    - Agri tech/agri food & drink (soft fruit and horticulture opportunities in the south Marches) held in Ledbury on 20 June 2019 and also attended by Worcestershire LEP.
    - Environmental Technologies (alternative energy opportunities) scheduled for 25 July 2019 as part of the launch of the Energy Strategy.
    - Cyber security and resilience supported by Herefordshire Enterprise Zone and University of Wolverhampton – date tbc following the formal launch of the Midlands Centre for Cyber Security.
- Preparatory discussions with government departments to consider opportunities to 'co-design' the LIS to ensure that it aligns with government priorities.

### Next Steps

- Over the summer, the remaining consultation event and engagement opportunities will be finalised and delivered by the LEP team
- The terms of reference and proposed membership of the new Skills Advisory Panel (which supports the People element of the LIS) to be presented to the LEP Board for formal approval.
- A data and emerging themes workshop will be held on 1 August 2019, led by Metro Dynamics and attended by the LEP team and BEIS partners in order to plan and define a programme of engagement with government departments.
- Metro Dynamics to present data and emerging themes to the LEP Management Team on 20 August 2019 to gain feedback from public sector partners and then presented to the LEP Board at the Board meeting on 24 September 2019.

- Business workshops x 2 to be scheduled in October 2019 for feedback on emerging themes following initial feedback from government departments – the support of the Business Boards will be sought to facilitate these.
- Engagement with government departments will continue throughout Autumn and Winter 2019 and it is anticipated that our LIS is submitted to government for sign-off by the end of financial year 2019/20.

**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.
- Using Metro Dynamics to support the LIS development allows the Marches LEP to benefit from their experience gained from working with the WMCA to develop the West Midlands LIS.

**Consultation:**

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

**Appendices:**

None

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| <b>Meeting date:</b>  | 23 <sup>rd</sup> July 2019 |  |                 |  |                    |          |
| <b>Agenda Item:</b>   | Item 11                    |  |                 |  |                    |          |
| <b>Item Subject:</b>  | LEP Risk Registers         |  |                 |  |                    |          |
| <b>For:</b>   | <b>Discussion</b>          |  | <b>Decision</b> |  | <b>Information</b> | <b>X</b> |
| <b>Purpose:</b>   |                            |  |                 |  |                    |          |
| To update the Board on both the LEP Strategic and Programme Risk Registers, providing an overview of the significant risks contained within the documents.  |                            |  |                 |  |                    |          |
| <b>Recommendations:</b>   |                            |  |                 |  |                    |          |
| That Board Members note:  |                            |  |                 |  |                    |          |
| <ol style="list-style-type: none"> <li>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 points 1 and 2 below, providing any comments.</li> </ol>  |                            |  |                 |  |                    |          |
| <b>Background:</b>  |                            |  |                 |  |                    |          |
| 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"> <li>Governance.</li> <li>Resources.</li> <li>Programme Management.</li> <li>Stakeholder, Reputational, Communications &amp; Marketing.</li> <li>Financial &amp; Legal.</li> </ul>  |                            |  |                 |  |                    |          |
| 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 May 2019. 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:  |                            |  |                 |  |                    |          |
| <b><u>1. Significant changes to the Strategic Risk Register since it was last considered by the Board</u></b>   |                            |  |                 |  |                    |          |
| <ol style="list-style-type: none"> <li>Risk 3.5. The risk response has been updated reflecting the announcement at Herefordshire Council's Full Council meeting (12.07.19) that a decision would be taken (over the coming weeks) in relation to its major transport infrastructure projects, including the South Wye Transport</li> </ol>  |                            |  |                 |  |                    |          |

Package. This poses a risk due to the significant amount of funding (£27 million) attributed to the South Wye Package and the timescales associated with spending the grant.

- b) Risk 3.12. The risk response has been updated confirming the LEP team are currently working with Legal Services at Shropshire Council, varying Growth Deal 1 Grant Funding Agreements - reflecting the LEP Board Paper (approved 21.05.19)
- c) Risk 3.14. A new risk has been created outlining the risk to the overall Growth Deal Programme should the £1.6m of Repayable Growth Deal Grant claimed against the South Wye Project (in 2016/17) not be repaid to the LEP.

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

- a) Risk 3.15. A new risk has been created outlining cashflow issues relating to the Marches Centre for Manufacturing and Technology (MCMT) project and the potential impact this would have on the Growth Deal 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