

MARCHES LEP PERFORMANCE RISK & MONITORING COMMITTEE (PRMC) MEETING	
25th August 2022	2.00 – 4.00
Virtual Meeting	

ATTENDANCE LIST		
Chair	Sonia Roberts	Deputy Chair of the MLEP Board
Vice Chair	Sara Williams	Board Member
	Frank Myers	Board Member
Supporting Officers	James Walton	Section 151 Officer, Shropshire Council
	Andrew Lovegrove	Section 151 Officer, Herefordshire Council
	Ken Clarke	Section 151 Officer, Telford & Wrekin Council
	Karen Morris/ Rachael Hart	Deputy nominated by Section 151 Officer, Herefordshire Council
	Dainy Runton	Deputy nominated by Section 151 Officer, Telford & Wrekin Council
	Ben Jay	Shropshire Council AD Finance & ICT
	Rachel Laver	Marches LEP Chief Executive
	Vacancy	Marches LEP Head of Programmes
	Kathryn Jones	Marches LEP Head of Partnerships and Strategy
	Jo Grivell	Marches LEP Office Administrator
	Vacancy	Marches LEP Project Officer
	Yasmin Sulaman	Growth Hub Programme Manager
	Oliver Hindle	Assistant Director, Cities & Local Growth Unit
Alex Collins	Deputy Area Lead, Cities & Local Growth Unit	
Guest Speakers	Hayley Owen	Shropshire Council – Pride Hill Centre Project
	Mark Barrow	
	Tim Pritchard	Herefordshire Council – Integrated Construction Wetlands
	Rachael Joy	
	Susan White	Herefordshire Council – Hereford City Centre Improvements Project

AGENDA				
Item	Time	Description	Lead	Paper
1	2.00 pm	Welcome and apologies Declarations of interest	SR All	
2	2.05 pm	Draft minutes of last meeting on 16.06.22 and matters arising.	SR	✓
3	2.10 pm	Risk Registers a) Corporate Risk Register b) Programme Risk Register i. Impact of cost of living increase/fuel prices	RL	✓
4	2.20 pm	LEP Finances a) 2022/23 – budget and core funding b) Growth Hub funding	RL	✓
5	2.30pm	Pride Hill update MB/HO/TP	MB/HO/TP	
6.	2.50pm	Hereford City Centre Improvements proposed variation	SW	✓

7.	3.00pm	Integrated Construction Wetlands update ahead of the 31 October 2022 GBF spend deadline	RJ	✓
8	3.10pm	Review Marches LEP Inclusive Economy and Diversity policy and actions taken to date	RL	✓
9	3.20pm	MIF/Energy fund update	RL	
10	3.30 pm	Performance Monitoring a) Growth Deal update b) Getting Building Fund update c) Growth Hub d) Key Account Management (KAM) e) Skills Support	RL RL YS KJ KJ	 ✓ ✓ ✓
11	3.40 pm	Any Other Business - Recruitment update - PRMC participation		

Distribution:

Sonia Roberts, LEP Board member (Chair)
 Sara Williams, LEP Board Member and Private Sector Representative (Deputy Chair)
 Frank Myers, LEP Board Member and Private Sector Representative
 Ken Clarke, Telford & Wrekin Council, s151 Officer
 Andrew Lovegrove, Herefordshire Council, s151 Officer
Josie Rushgrove, Herefordshire Council, Head of Corporate Finance
 James Walton, Shropshire Council, s151 Officer
 Ben Jay, Shropshire Council AD Finance & ICT
Claire Ward, Herefordshire Council, Solicitor to the Council
 Rachel Laver, Marches LEP CEO
 Kathryn Jones, Marches LEP Head of Partnerships and Strategy
 TBC, Marches LEP Project Officer
 Yasmin Sulaman, Growth Hub Programme Manager

cc:

Mandy Thorn, Marches LEP Chair
 Ollie Hindle, BEIS, Cities and Local Growth Unit
 Alex Collins, Deputy Area Lead, Cities & Local Growth Unit
 Karen Morris, Herefordshire Council, Finance
 Nicky Higgins, Shropshire Council, Finance
 Sharron Stubbs, Shropshire Council, Finance
 Dainy Runton, Telford & Wrekin Council, Finance
 Ross Cook, Herefordshire Council, Economy & Environment
 Katherine Kynaston, Telford & Wrekin Council
 Mark Barrow, Shropshire Council
 Mark Pearce, Herefordshire Enterprise Zone
 Ennis Vingoe, Marches LEP Executive Assistant
 Jo Grivell, Marches LEP Office Administrator

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Actions from PRMC on 16 June 2022

<p>Inclusive Economy and Diversity Policy and Action Plan Review SR asked for the examples of actions taken to be captured as evidence in the Inclusive Economy and Diversity Policy and Action Plan to show how the LEP has met its objectives documented in the policy.</p>	RL
<p>Risk Registers SR raised a concern that it might be difficult to recruit someone on a short-term contract and suggested speaking to the Local Authorities to bring a Project Officer in on secondment. RL advised she has considered secondment and the opportunity will be promoted internally at the council. The intention is to let an 18-month contracts. All options will be considered, even buying in the resource from a Project Management firm if recruitment fails to find a suitable candidate.</p> <p>RL advised that five people have expressed interest in the Board member role to date, but none for the role as Chair. She requested all to use their networks to identify suitable candidates and encourage applications.</p> <p>SR asked that the change to details of the planning meetings on projects to be reflected in the risk register.</p> <p>JG to invite project contacts to the PRMC as per the PRMC Project Forward Plan.</p>	<p>RL</p> <p>All</p> <p>NA</p> <p>JG</p>
<p>LEP Finances RL advised that the LEP is still expected to match the core funding with funding from the Local Authorities and letters will be going out to the LAs in due course to ask for contributions.</p> <p>SR stated the need to go into the discussion understanding where the barriers are in terms of working with Local Authorities and suggested to do prep work to gather information on what the LEP could do differently.</p>	<p>RL</p> <p>RL</p>
<p>Performance Monitoring SR asked for the self-certification letter which has not been received. RA apologised for the delay, which is due to the internal governance decision, to give permission to draw down the final £2million. The Cabinet member for Finance is due to make that decision next week, after which self-certification letter can be issued.</p> <p>GBF Monitoring Form return to Government – this shows spent £11,377,329 and the balance of £2,622,671 which is the F&F being used in this fiscal year. The “construction jobs” created will increase, and the “jobs” created will decrease due to the Wetlands project. As part of the review process of Wetlands it became clear that the jobs were construction jobs, whilst still the same value to the economy they are categorised differently. NA to send a business case to government to change the values.</p>	<p>RA</p> <p>NA</p>

Any Other Business

RL stated that the participation at the PRMC needs to be reviewed in general, as most attendees are internal to the LEP. There is not enough representation from the Local Authority and other partners. If it is majority internal staff, then would question the purpose it serves. It is important that external partners are probing and asking questions on the information being presented.

RL

RL raised Local Authority Scrutiny attendance. The intent is that the LEP attends at least one scrutiny committee a year. RL stated that the LEP is happy for all LEP activity to be reviewed or a deep dive into a particular project or programme.

LA
Partners

Minutes of the Marches LEP Performance, Risk & Monitoring Committee (PRMC) Monday 16 June 2022

Present

Sonia Roberts (Chair)	SR	Deputy Chair of the Marches LEP Board
Sara Williams	SW	Marches LEP Board Member
Frank Myers	FM	Marches LEP Board Member
James Walton	JW	Section 151 Officer, Shropshire Council
Dainy Runton	DR	Deputy nominated by Section 151 Officer, Telford & Wrekin Council
Roger Allonby	RA	Acting Service Director for Economy, Herefordshire Council
Rachel Laver	RL	Marches LEP Chief Executive
Nick Alamanos	NA	Marches LEP Head of Programmes
Kathryn Jones	KJ	Marches LEP Head of Partnerships and Strategy
Jo Grivell	JG	Marches LEP Office Administrator
Yasmin Sulaman	YS	Marches LEP Growth Hub Programme Manager

ITEM		ACTION
1	<p>Welcome and apologies The Chair welcomed everyone to the meeting. Apologies received from Ken Clarke, Ollie Hindle, Alex Collins and Karen Morris.</p> <p>Declarations of interest There were no declarations of interest.</p>	
2	<p>Minutes of the last meeting and matters arising The minutes of the last meeting on 9th May 2022 were reviewed, checked for accuracy, and approved as an accurate record of the meeting.</p>	
3	<p>Inclusive Economy and Diversity Policy and Action Plan Review RL advised the policy and action plan was last reviewed in October 2021. The policy is reviewed every 6 months, with the latest review slightly delayed due to awaiting the LEP Review outcome.</p> <p>The committee members reviewed the action plan, there were no reds and some amber rated actions. The LEP team has been tasked with completing the annual certification for Equality and Diversity Training.</p> <p>The LEP is conscious of equality and diversity in all its activities, for example for the recruitment of new Marches LEP Board members and the Energy Fund call. Examples include ensuring the layout of text in documents is accessible to all people (not justifying text) and promoting opportunities to women and ethnic minority groups. Be Bold, the LEP's PR Agency incorporates the policy in all its communications.</p> <p>SR asked for the examples of actions taken to be captured as evidence in the plan to show how the LEP has met its objectives documented in the policy.</p>	RL
4	<p>Risk Registers Members were presented with an overview document for each register. The Top 5 risks were highlighted to ensure members can immediately focus on any critical issues.</p> <p>A) The Corporate Risk Register.</p> <ul style="list-style-type: none"> • 2.4 has the highest risk rating. The LEP has received its core funding, but there is a still a risk about the future of LEP's post this 12-month period. It also now includes the 	

	<p>delivery of other projects that the LEP bankrolls until the funding is received from Government for example KAM, Growth Hub, SAP, and Careers Hub. This is work that the LEP has the responsibility to deliver but the delay in getting the funding puts enormous pressure on budgets especially as reserves are decreasing. The risk outlines the impact of not receiving the funding in a timely fashion.</p> <ul style="list-style-type: none"> 2.7 relates to potential funding issues and resource capacity in terms of its contractual obligations relating to GBF and LGF funding and managing projects. The LEP Head of Programmes, Nick Alamanos, will be leaving at the end of June and Project Officer, Lisa Ashby, leaves at the end of July. That exposes the LEP which is why the risk rating has increased. The LEP is looking to replace the Project Officer role as a matter of urgency. A handover will take place and the team has already met with Finance and Department for Levelling Up, Housing and Communities to explain the position on each project. <p>SR raised a concern that it might be difficult to recruit someone on a short-term contract and suggested speaking to the Local Authorities to bring a Project Officer in on secondment. RL advised she has considered secondment and the opportunity will be promoted internally at the council. The intention is to let an 18-month contract. All options will be considered, even buying in the resource from a Project Management firm if recruitment fails to find a suitable candidate.</p> <ul style="list-style-type: none"> 2.9 is a new risk which outlines the issue around the future of LEP's and the ability to retain and recruit new Board members, in particular the Chair of the Board. The vacancies have now gone out to advert. <p>RL advised that five people have expressed interest in the Board member role to date, but none for the role as Chair. She requested all to use their networks to identify suitable candidates and encourage applications.</p> <ul style="list-style-type: none"> 5.5 is the longstanding issue for the LEP's operating budgets due to VAT and tax implications. 6.4 relates to the change of Government policy on LEP's. The risk rating has gone down as there is a bit more clarity than before. <p>B) Programme Risk Register</p> <p>This register sets out the main risks related to Local Growth Fund (LGF) and Getting Building Fund (GBF), but also other programmes (Key Account Management, Growth Hub etc.)</p> <ul style="list-style-type: none"> 2.3 risk rating has gone up due to the resignation of the LEP Project Officer in addition to the Head of Programmes. This relates to the corporate risk 2.7. <p>All of the projects have been included on a PRMC Project Forward Plan and will be invited to the PRMC to bring visibility to any issues and to ensure they get delivered.</p> <ul style="list-style-type: none"> 3.20 Oxon Link Road – planned to attend in November 2022. The Council planning meeting has been moved from June to September, so moved back from August to November meeting. <p>SR asked that the change to details of the planning meeting be reflected in the risk register.</p> <ul style="list-style-type: none"> 3.18 Integrated Wetlands – will attend in August 2022 3.21 Hereford City Centre Improvements – will attend in December 2022 3.22 Pride Hill Centre – will attend in August 2022 <p>JG to invite project contacts to the PRMC as per the PRMC Project Forward Plan.</p>	<p>RL</p> <p>All</p> <p>NA</p> <p>JG</p>
5	<p>LEP Finances</p> <p>RL gave the following update:</p> <ul style="list-style-type: none"> The accounts for 21/22 year-end have now been closed and the LEP has appointed the same accountants and auditors as last year, with a view to presenting audited accounts to the Board at an Annual General Meeting scheduled before the start of the September Board meeting. The LEP will continue to spend more than it earns, which is not sustainable. The LEP has reduced its cost overhead considerably and continues to look for ways to reduce costs 	

but needs to look at income generation as there are limits to how small the LEP can become before it becomes ineffective and not able to meet its minimum delivery requirements.

- Currently reviewing the team structure again to see if resources are appropriate and suitable aligned for the changing role of the organisation and reflecting the reduced funding.

SR asked if the LEP is looking at further operational efficiencies. RL stated that there is not much more that can be done before it impacts on the LEP's ability to operate. There are alternative options being worked through to maximise funding, including bringing the staff onto the books but in the absence of clear direction from Government about the longevity of the LEP and funding, it is too big a risk to do this. Staff currently are put on Shropshire Council's at risk register in the event of being made redundant and it would jeopardise that benefit if brought onto the LEP's books.

There is still some MIF money as a fall-back position for next year, even after committing £4million to the Energy Fund.

RL shared the [Cash Flow Forecast](#) which clearly demonstrates the drop off of income but continues to show the ring fenced funding for redundancies.

YS asked if the LEP has considered giving up its premises. RL advised it has been considered and has looked at rationalising the space and give up one of the rooms, to reduce the total rent.

SR asked what is being done about contributions from other parties, as the Government funding is not forthcoming. Are the LEP network doing anything to speak to Government to say at what point can LEP's no longer cash flow the work in the absence of the funding?

RL advised that the LEP is still expected to match the core funding with funding from the Local Authorities and letters will be going out to the LAs in due course to ask for contributions.

RL

FM stated that twice in two weeks he has received emails from consultants appointed by Herefordshire Council asking for help to do work that the LEP could do. FM has been asked to help the consultants with the Multiply Programme and does not understand why the LEP could not do that. There needs to be moral pressure put on the Local Authorities. If they go out to tender, the LEP should be given the opportunity to bid for the work. It is clear the current approach to get the LA's engaged is not working so need to try a different approach.

RL advised that the LEP have offered the LEP's services to all three Councils.

The way the Multiply Programme is being dealt with by the LA's means there is going to be three separate programmes in the Marches, which does not appear to make economic sense. THE LEP is happy to help co-ordinate Marches wide activity. RL reiterated the LEP is not trying to take the money from the LA's but to ensure that we maximise the funding coming into the region and wants to use its skills base to help.

SR stated that it does not make sense to bring in external consultants when there is already so much knowledge within the LEP team.

RL advised the LEP has promoted the Community Ownership Fund on social media and offered pro bono help to any community that needs help writing their bid. This enables the LEP to demonstrate it has the skills and is willing to help and support anyone to help the money come into the region. Details of the Community Ownership Fund can be found here: - <https://www.gov.uk/government/news/communities-across-the-uk-can-bid-for-levelling-up-funds-to-save-pubs-clubs-and-historic-buildings>

	<p>SR believes there is an issue with the relationship between the LEP and the Local Authority partners. The LEP has demonstrated nationally the value for money it can deliver. The concern is there is not a healthy and embracing relationship with the LA's. The money from Government now flows through to the LA's so it is important to get the relationship right.</p> <p>SR stated the need to go into the discussion understanding where the barriers are and suggested to do prep work to gather information on what the LEP could do differently.</p> <p>FM agreed we need to get under the skin of the problem and believes the power has shifted in favour of the Local Authorities. RL confirmed at one time the Marches LEP managed £190 million of capital going to the LAs and partners for projects and capital funding had now been reduced to nil. Many of the LEP's nationally have communicated that LA's are turning their backs on the LEP's. RL has requested a meeting with the Economic Directors and LA Leaders in July to have a frank conversation on how to develop the relationship and work together in the climate.</p> <p>RA advised that Herefordshire Council are keen to continue to work with the LEP and they will be involved in the stakeholder group to oversee some of the new work. He stated that there needs to be a shift in mindset internally, as the LEP has always been a partner that Herefordshire sought funding from and now the LEP could be selling its services to the Council, so it is not a natural thing to ask the LEP to quote for work. It important to understand what the LEP could do and what the Council needs to do and how those things can come together.</p>	<p>RL</p>
<p>6</p>	<p>Performance Monitoring Members were informed of the following:</p> <p>a) Growth Deal (LGF) update All the LGF funds have now been spent except for the NMiTE funding. RA will provide an update to advise that whilst it has not been spent in FY21/22 it will be spent by July 2022. NA thanked all the Local Authority partners, and to James Walton, Section 151 Officer, and the Finance Team for all their support looking at claims and invoices to get to this final position. Freedom and Flexibilities (F&F) from the previous fiscal year have been offset. The LEP's financial responsibilities in terms of paying out grant money, has been fulfilled and the focus is now to ensure all contractual obligations around spending the money are fulfilled and the delivery of outputs and match funding.</p> <p>i) Q4 LGF Dashboard Report is a cumulative return to Government covering Q3 and Q4. It confirms the spend position and has been signed off by the Section 151 Officer. Key successes are highlighted in the narrative: 91 Jobs Created, 441 Homes Completed, 72 Apprentices, 331 New Learners, 3,918 Commercial Floorspace Created (Sqm). Other outputs that are reported are 53 Enterprises receiving non-financial support, 21 Training Course delivered and 4 Work Placements.</p> <p>RL queried why percentage completion rate on Transport deliverables was not higher. NA advised that some of the work paid for out of LGF funding has been preliminary work, not for the actual building of the roads. For example, Oxon Link Road, where the project has not really started; although the LEP has spent the money the project has not completed yet. Therefore, the team is keen to understand the position and closely monitor these projects to ensure they do come to fruition.</p> <p>ii) NMiTE – This project has slipped slightly into 22/23. Roger Allonby was invited to attend the PRMC so members were sighted on NMiTE Phase 2 and could ask any pertinent questions. RA gave the following update:</p>	

	<p>Herefordshire Council was appointed the Accountable body in November 20/21, with a spend deadline of March 21, and agreement that it could use F&F to manage the funding over the required construction period. Construction is due to complete at the end of July, and it is on track. The University is now looking to attract students for the September intake. The two centres are based on advanced apprenticeships as opposed to wider degree courses.</p> <p>SR stated there is a considerable underspend of £2.47million, and if the construction is almost complete why are so many invoices outstanding. RA assured her that the work is completing on time and invoices are being fed through.</p> <p>SR asked for the self-certification letter which has not been received. RA apologised for the delay, which is due to the internal governance decision, to give permission to draw down the final £2million. The Cabinet member for Finance is due to make that decision next week, after which self-certification letter can be issued.</p> <p>SR asked for an update on how many students are on the roll call. RA advised they are behind on two outputs (match funding and square metre space). There are currently 37 students on Master’s engineering courses that started September 2021, and they are preparing for a bigger intake in September 2022. They are now proactively advertising for the higher-level apprenticeships and working with various other academic organisations to drive up enrolments.</p> <p>FM endorsed the update from RA.</p> <p>NA asked if confirmation that the spend has been defrayed will be received in Q1. DLUHC has asked for some practical deadlines to manage the risk. RA advised that some of the funds will be spent in Q1 with the rest to follow shortly afterwards in July. The decision paper will confirm all the above statements.</p> <p>RA thanked Nick Alamanos on behalf of Herefordshire Council for all his hard work and pragmatism over the years. A lot of things would not have happened without the approach taken.</p> <p>b) Getting Building Fund (GBF) update: - Everyone has achieved their contracted spend values, with exception of three projects but they have been approved by PRMC. The overall position is as expected and the delayed projects will attend PRMC as per the PRMC Project Forward Plan. Hereford City Centre in December, and Pride Hill and Wetlands in August for the committee to get a good understanding of how the projects are spending.</p> <p>All the F&F from the previous years have been offset and in as good a position as expected.</p> <p>i) GBF Monitoring Form return to Government – this shows spent £11,377,329 and the balance of £2,622,671 which is the F&F being used in this fiscal year. The “construction jobs” created will increase, and the “jobs” created will decrease due to the Wetlands project. As part of the review process of Wetlands it became clear that the jobs were construction jobs, whilst still the same value to the economy they are categorised differently. NA to send a business case to government to change the values.</p> <p>SR asked NA to clarify contracted outputs and forecast outputs. NA explained that contracted outputs are actuals, and forecasts are what are forecasted.</p> <p>SR asked what the timeline/deadline for the outputs as many of them are far off the forecast. NA advised the timeline runs up to 24/25. Some of the outputs seem large, but for example a lot of the construction jobs will be achieved during the Wetlands project.</p>	<p>RA</p> <p>NA</p>
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c) MIF/Energy Fund

RL advised that the Energy Fund call is now live, and there has been a lot of interest in it so far. She asked members to help by promoting the call within their networks. [Marches LEP Energy Fund – Marches LEP](#)

d) Growth Hub

YS provided the following update:

The LEP has received paperwork from BEIS confirming funding allocation of £231,000. Schedule 1 and 3 have been completed and returned by the Accountable Body on 1 June 2022. The next step will be a Grant Offer letter and after that will be able to draw down Q1 funding.

Following that BEIS will provide the framework for reporting so the LEP will be collaborating with the Local Authorities to agree it and to assist them to align their CRMs.

RL stated the Local Authorities have cut their staff in support of the Growth Hub from 7.5 FTEs to 2.75 FTE's. Herefordshire reduced from 1.5 FTEs to 1, Shropshire 2 FTEs to 2 part time equivalents and Telford & Wrekin reduced from 4 FTEs to 0.75.

The allocation coming from the LEP (Growth Hub funding) is only £13K direct funding but they get a total of £33K support each as the LEP pays for all CRM tools and PR activities. At a recent meeting held with the LAs to discuss Growth Hub funding, RL asked the LAs for the rationale for the staffing. The reduction in funding means that it would not be possible to deliver at the same level as in 21/22. There is some sensitivity in terms of reporting outputs to the LEP when there is such a small proportion of funding of going to them.

It is important to reiterate that it is a shared objective to support local businesses. There are a plethora of initiatives running across the region and the Growth Hub needs to be the front door for businesses to access them and importantly help business identify the most suitable for them.

The LEP will focus on the unengaged businesses and will look at running an event aimed at intermediaries as that is an effective way to reach a bigger group of businesses.

e) Key Account Management (KAM)

KJ provided the following update:

- The contract with the Department for International Trade (DIT) has now been signed by the Section 151 Officer. It is for 6-months until the end of September 2022. There is a new operating model, with one resource (Jon Johnson) serving all three Local Authority areas. Jon Johnson has had initial meetings with each of the LA's which have been positive. The LEP is now awaiting a purchase order from DIT, but the first claim is ready to be submitted.

f) Skills Support

KJ provided the following update:

- Skills Advisory Panel (SAP), a Department of Education initiative – The LEP has been waiting for more specific guidance about what their requirements are for the budget that the LEP can access. There is still a moving policy on Skills Advisory Panels, Local Skills Improvement Plans and Employer Representative Bodies, which means there is not much clarity on the funding. The LEP intends to submit its request for funding and query the specifics afterwards.
- The LEP has received the grant offer letter for the Careers and Enterprise Company contract and have responded with figures and anticipating a copy awaiting signature week commencing 27 June. It will be good to have that in place ahead of the new contracting period in September. The LEP does have some money on account and Andriané Usherwood-Brown the Marches Careers Hub Lead is developing a Marches-wide expenditure plan, so we can maximise the expenditure and the maximise the

	<p>impact on our targets.</p> <p>g) Hereford Enterprise Zone 21/22 Q4 Progress</p> <p>The paper provides an overview of the activities up to Q4 from Mark Pearce the project manager for HEZ.</p> <p>RL advised that the build out phase of the HEZ is now largely complete now and has been very successful in attracting businesses.</p>	
<p>7</p>	<p>Any Other Business</p> <p>NA provided an overview of PRMC Project Forward Plan setting out the plan for projects to attend the PRMC to provide status. Update from NMiTE provided at Item 6a (i).</p> <p>SR highlighted the need for some new PRMC attendees, and to try to bring in one of the new Board members currently being recruited to ensure the new attendee can support the PRMC for a longer period than some of the existing Board members who are coming to the end of their tenure.</p> <p>RL stated that the participation at the PRMC needs to be reviewed in general, as most attendees are internal to the LEP. There is not enough representation from the Local Authority and other partners. If it is majority internal staff, then would question the purpose it serves. It is important that external partners are probing and asking questions on the information being presented.</p> <p>SR stated that attendance by partners is symptomatic of the lack of engagement across all the areas and highlights how important it is that the relationship needs to be addressed.</p> <p>RL raised Local Authority Scrutiny attendance. The intent is that the LEP attends at least one scrutiny committee a year. RL stated that the LEP is happy for all LEP activity to be reviewed or a deep dive into a particular project or programme.</p> <p>SR thanked Nick Alamanos for the huge contribution he has made as Head of Programmes. She stated from a personal perspective Nick has always been supportive and really helped her and been able to guide the PRMC members through the project terminology and landscape. She stated that Nick will be missed by his colleagues and certainly by the PRMC members. NA responded stating he has loved his time working with the LEP. It has been challenging and rewarding. He thanked people for giving him the confidence to do the job and supporting him throughout.</p>	<p>RL</p> <p>LA Partners</p>
	<p>Next Meeting of the Marches LEP PRMC: 25th August 2022 14:00-16:00</p>	

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MARCHES LEP CORPORATE RISK REGISTER
Last updated: 21 July 2022

Risk No.	Risk Description	Description of Potential IMPACT (quantified wherever possible)	Current controls	Residual Risk Ratings			Rationale for Risk Changes	Risk Mitigation	Direction of Travel
				LIKELIHOOD Rating (Very Low 1, Low 2, Medium 3, High 4, Very High 5)	IMPACT Rating (Minimal 1, Minor 2, Significant 3, Major 4, Critical 5)	RISK Rating			
TOP 5 RISKS - In order of Risk Rating (High to Low)									
2.4	Core/Operational Funding from Government for the LEP team and the delivery of various projects/initiatives (i.e. Growth Hub, SAP and Careers Hub) are either delayed or reduced.	1) Loss of members of staff, impacting on the LEP's ability to deliver its core business as set out within its delivery plan i.e. economic growth, delivering business support, skills and employment support, physical and infrastructure development, transport and energy strategy. 2) The LEP's ability to trade. 3) The LEP being unable to 'Bankroll' and therefore deliver important projects such as SAP, the Careers and Growth Hub. Impacting on the delivery of projects and associated services to the Marches Region	Regular communication with the LEP's Area Lead from Government in relation to the future of LEPs and impact on future funding of the organisation. Close working relationships with the 3 Local Authorities within the Marches region - including regular meetings through the Operations Group.	5	4	20	To date the LEP has yet to receive its Core and Growth Hub funding allocations for the 22/23 FY. For KAM the LEP has only received confirmation for 6 months funding, and on SAP there has been a Funding reduction.	Previous risk mitigation archived. On 31 March 22 LEP Chairs and CEO's received a letter from Neil O'Brian MP and Paul Scully MP in relation to integrating LEP's into Local Democratic Institutions. This signalled an conclusion to the ongoing LEP Review, confirming an indicative allocation of £375k per LEP for the 22/23 FY - reflecting their revised roles and functions subject to business case approvals. The LEP has also recently undertaken a staffing restructure, enabling core business to be undertaken during 22/23 FY. To date the LEP has yet to receive its Core and Growth Hub funding allocations for the 22/23 FY. KAM & SAP funding are due to be released when the relevant Funding Agreements have been signed off by all parties. For KAM the LEP has only received confirmation for 6 months funding, and on SAP there has been a Funding reduction.	↑
2.7	Due to potential funding issues (as set out in Risk 2.4) the LEP may not have the capacity or resources to meet its contractual obligations in managing the Local Growth Fund (LGF), Getting Building Fund (GBF) and Marches Investment Fund (MIF) programmes. The LGF & GBF Programmes have deliverables forecasted up to 31 March 2025.	The LEP may not have the staffing resources to fulfil its obligations with Government in monitoring and managing contracted deliverables as a consequence of the considerable investment made through the LGF (£105m), GBF (£14m) and MIF (£7m) programmes. Exposure to underperformance across all programmes and risk of clawback.	Ongoing discussions with DLUHC to ensure LEP's contractual obligations will continue to be met should this risk materialise. The Head of Programmes will be leaving the LEP at the end of June 2022 and the LEP Project Officer will be leaving the LEP in July 2022. The LEP CEO will confirm arrangements to ensure continuity of service in terms of monitoring and reporting.	5	4	20	N/A	The LEP to consider ring fencing funds, ensuring the organisation has capacity for this function moving forward. Since 2020 the LEP Team have been proactive in capitalising eligible Programme Management costs for work undertaken on developing new projects. At the 9 March PRMC Meeting a discussion was held around utilising MIF to cover the LEP's core operating costs. It was explained other LEP's have set the precedence in using their Growing Place Fund for this purpose. Due to a lack of clarity on the long term funding of LEP's it was agreed the LEP CEO would work with the LEP's S151 Officer in exploring this. As set out in risk 2.4 an indicative allocation of £375k per LEP for the 22/23 FY has been confirmed by Government. Due to the Head of Programmes & Project Officer leaving the LEP a recruitment process will be undertaken to ensure continuity of monitoring and reporting. The vacancy for the Marches LEP Project Officer is currently being advertised.	↑
2.9	The LEP are unable to recruit new Board Members (including Chair) due to a lack of clarity around the future role of LEP's.	The LEP would not be able to recruit to vital positions within its Board. These provide: • Specific areas of expertise • Geographic representation for the Marches Region • Key governance roles relating to quoracy and decision making - posing potential disruption to the LEP's core business moving forward.	The LEP currently has Board vacancies. At the 26 April 2022 meeting LEP Board members agreed to start the recruitment process in identifying a new Chair (who is due to stand down in September 2022) enabling an effective handover period. On 8 June 2022 the LEP advertised for two new Board Members and a Chair. [Rachel to add in update on Board recruitment]	3	5	15	N/A	Please see current controls.	↔
5.5	A shortfall in operating budgets due to VAT/TAX implications of new company status.	A shortfall in the operating budget would impact on running costs and the financial sustainability of the LEP.	As part of becoming a company limited by guarantee, legal advice has been sought on VAT/TAX implications. A dialogue with HMRC on the possibility of recovering some VAT did not bring any positive outcomes.	3	4	12	N/A	Previous risk mitigation archived - The LEP CEO is currently proactively looking at options around VAT/Tax in relation to the sustainability/financial viability of the Marches LEP. A Board paper was tabled at the 26 April 22 LEP Board meeting which sets out the options and viabilities of employing LEP staff directly which would minimise the impact caused by paying VAT/Tax on the LEP's core/staffing budget. The LEP CEO has also raised the VAT issue again with the LEP Network and it has also been added to one of their working groups.	↔
6.4	Changes to government policy regarding LEPs.	Altered LEP role/responsibilities. Board members could become disenfranchised. Impact on stakeholder relationships could occur leading to a failure to deliver expected economic benefits across the Marches geography in the areas of business support, skills and employment support, physical and infrastructure development, transport strategy and energy strategy.	Communication with Area Lead to understand Government's current position, in light of the Levelling Up White Paper, Skills White Paper and LEP Review. Work with LEP Network to highlight the role and benefit of LEPs and how LEPs can evolve and adapt to address the changing demands of local economic growth. Local stakeholder management including liaison with MPs.	3	4	12	On 31 March 22 the LEP Chairs and CEO's received a letter from Neil O'Brian MP and Paul Scully MP in relation to integrating LEP's into Local Democratic Institutions.	Previous risk mitigation archived. On 31 March 22 the LEP Chairs and CEO's received a letter from Neil O'Brian MP and Paul Scully MP in relation to integrating LEP's into Local Democratic Institutions, signalling a conclusion to the ongoing LEP Review and confirmed an indicative allocation of £375k per LEP for the 22/23 FY. This reflects their revised roles and functions subject to business case approvals.	↓
NEW RISKS - In order of Risk Rating									

Is the direction of travel correct?

Direction of Travel Key	
↑	The risk has increased since last review date
↓	The risk has decreased since last review date

Marches LEP - Risk Matrix					
Likelihood	Impact				
	Minimal - 1	Minor - 2	Significant - 3	Major - 4	Critical - 5
Very High - 5	5	10	15	20	25
High - 4	4	8	12	16	20

MARCHES LEP CORPORATE RISK REGISTER
Last updated: 21 July 2022

Risk No.	Risk Description	Description of Potential IMPACT (quantified wherever possible)	Current controls	Residual Risk Ratings			Rationale for Risk Changes	Risk Mitigation	Direction of Travel
				LIKELIHOOD Rating (Very Low 1, Low 2, Medium 3, High 4, Very High 5)	IMPACT Rating (Minimal 1, Minor 2, Significant 3, Major 4, Critical 5)	RISK Rating			
	No change in the risk			High - 4	4	6	12	18	20
				Medium - 3	3	6	9	12	15
	New risk			Low - 2	2	4	6	8	10
				Very Low - 1	1	2	3	4	5
<p>Red text denotes text which has changed or been added since the Risk Register was last reviewed by the Board/PRMC.</p>									

MARCHES LEP PROGRAMME RISK REGISTER
Last updated: 21 July 2022

Risk No.	Risk Description	Description of Potential IMPACT (quantified wherever possible)	Current Controls	Residual Risk Ratings			Rationale for Risk Changes	Risk Mitigation	Direction of Travel
				LIKELIHOOD Rating (Very Low 1, Low 2, Medium 3, High 4, Very High 5)	IMPACT Rating (Minimal 1, Minor 2, Significant 3, Major 4, Critical 5)	RISK Rating			
TOP 5 RISKS - In order of Risk Rating (High to Low)									
2.3	Reduced capacity in the LEP Team due to absence, members of the team leaving or lack of funding.	Continuity of service could be impacted. Delays due to lost knowledge & lack of capacity to monitor projects.	Previous risk responses have been archived. The Head of Programmes will be leaving the LEP in June 2022 and the LEP Project Officer will be leaving the LEP in July 2022. The LEP CEO will confirm arrangements to ensure continuity of service in terms of monitoring and reporting.	4	4	16	Risk rating has been increased due to the lack of capacity in the Programme Team to monitor and report.	Previous risk mitigation archived. The Head of Programmes will be leaving the LEP in June 2022 and the LEP Project Officer will be leaving the LEP in July 2022. The LEP CEO will confirm arrangements to ensure continuity of service in terms of monitoring and reporting. The vacancy for the Marches LEP Project Officer is currently being advertised. See Risk 2.4 and Risk 2.7 of the Corporate Risk Register.	↑
3.20	Proposed merger of the Oxon Link Road with the Shrewsbury North West Relief Road (NWRR) may impact on the delivery of its contracted deliverables - including Match Funding, Milestones and Outputs.	Timelines are uncertain and milestones may slip meaning match funding and outputs are not delivered, exposing the LEP to the risk of not meeting its commitment to Government.	The LEP continues to monitor the project through the quarterly monitoring process and also request updates.	4	4	16	No changes to residual risk ratings	Previous risk response archived. On 2 March 2022 the LEP Team met with Shropshire Council, the project lead confirmed the information requested for the Funding Variation would be worked on as well as an updated position on the delivery for the LEP Board to consider at its April LEP Board meeting. At the 26 April 2022 LEP Board Meeting members agreed to approve the de-linking of the OLR project from the NWRR and to approve the detail relating to the revised Funding Agreement (not amending the values approved by LEP Board on 21 May 2019) be delegated to the first PRMC following Shropshire Councils Planning Determination Meeting (this has moved from June 2022 to September 2022). The Project has been invited to the 7 November PRMC to provide an update.	↔
3.18	The Integrated Construction Wetlands project is unable to negotiate the purchasing of land from owners, impacting on the projects ability to spend their Getting Building Fund allocation.	The total GBF funding allocation of £1,000,000 is not spent in the 2022/23 financial year resulting in the potential for reputational damage and impacting on the LEP's delivery rating and credibility with DLUHC.	The LEP continues to work with Herefordshire Council on this Strategically Important project. Please see Risk Response.	3	4	12	No changes to residual risk ratings	Previous risk response has been archived. The period 11 claim of £210,603.48 has been processed for payment by the LEP/Accountable Body with the 12 claim of £223,856.71 having queries which have been passed onto the project lead. This will result in a GBF expenditure value of £403,118.80 - against a profile of £377,372. The project has a balance of £596,881.20 to claim in the 2022/23 FY. The LEP continues to work closely with the project on the delivery of this strategically important project - receiving regular claims and undertaking monitoring meetings. The Project has been invited to the 25 August PRMC to provide an update. A change request has been submitted by the LEP team to Government following a request from the project to reclassify the 'jobs' output as 'construction jobs'.	↔
3.21	The Hereford City Centre Improvements project may not spend their Overall GBF Grant allocation by 31 March 2023.	The project becomes undeliverable within the timescale resulting in clawback of GBF funding.	Previous current control archived. The project is being monitored as part of the LEP's performance monitoring programme against its varied contractual commitments.	4	3	12	No changes to residual risk ratings	Previous risk response archived. The project has met it's contracted GBF spend profile for 2021/22 FY with a value £1,450,043 to claim in the 2022/23 FY. The LEP continues to work closely with the project on the delivery of this strategically important project - receiving regular claims and undertaken monitoring meetings. On the 23 June the project informally requested a re-profile, outlining a number of potential proposals, to ensure the project could meet its spend commitments. Following Herefordshire Council's Cabinet Briefing on the 14 July, the LEP have requested a formal position to be presented for consideration and have invited to the 25 August PRMC to provide more details on this request.	↔
3.22	The delivery of the Pride Hill Remodelling GBF project may be impacted following a decision by Shropshire Council on 23 September 2021 to pause the project while a review of the Pride Hill, Civic Accommodation and Riverside Development and further market testing is carried out.	The project, as set out in the funding agreement, is not delivered, impacting on GBF spend and delivery of match funding and outputs.	Delivery of the project is monitored through the monthly claims and reporting process and quarterly monitoring visits. Interim meetings are held for the project to keep the LEP updated on the re-scoping process and any associated risks to delivery.	3	4	12	No changes to residual risk ratings	Previous risk response archived. Updated post PRMC 9 March 22 - the LEP has received partial confirmation from Cabinet and is currently awaiting the decision notice. The LEP can confirm that the project has spent its full GBF allocation and are currently awaiting the revised delivery proposals which will need to come to PRMC enabling the funding agreement to be varied. The Project has been invited to the 25 August PRMC to provide an update.	↔
NEW RISKS - In order of Risk Rating (High to Low)									

Direction of Travel Key	
↑	The risk has increased since last review date
↓	The risk has decreased since last review date
↔	No change in the risk
*	New risk
Red text denotes text which has changed or been added since the Risk Register was last reviewed by the Board/PRMC.	

Marches LEP - Risk Matrix					
Likelihood	Impact				
	Minimal - 1	Minor - 2	Significant - 3	Major - 4	Critical - 5
Very High - 5	5	10	15	20	25
High - 4	4	8	12	16	20
Medium - 3	3	6	9	12	15
Low - 2	2	4	6	8	10
Very Low - 1	1	2	3	4	5

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Marches LEP												
Summary of costs for 2022-23												
	2022-23 Actual	2022-23 Actual	2022-23 Actual	2022-23 Actual	2022-23 Actual	2022-23 Actual	2022-23 Forecast	2022-23 Forecast	2022-23 Forecast	2022-23 Forecast	2022-23 Forecast	2022-23 Forecast
	Core Team	Getting Building	Marches Investment Fund	Growth Hub	Skills Projects	TOTAL	Core Team	Getting Building	Marches Investment Fund	Growth Hub	Skills Projects	TOTAL
Income												
Funding brought forward from unspent balances												
Carry Forward from previous year			-			-	(1,013,278)		(4,730,712)		(186,648)	(5,930,638)
Grant Funding												
Core Funds	-					-	(375,000)					(375,000)
Other Grants	-			-		-			(231,000)	(222,000)		(453,000)
Grant Funding Total	-	-	-	-	-	-	(375,000)	-	-	(231,000)	(222,000)	(828,000)
Other Income												
Interest on Balances	-					-	(13,160)					(13,160)
Contributions from Local Authorities	-					-	(185,000)					(185,000)
MIF Loan Repayments			-			-			(50,000)			(50,000)
MIF Interest Received			-			-			-			-
Telford Land Deal						-			(750,000)			(750,000)
Other Income Total	-	-	-	-	-	-	(198,160)	-	(800,000)	-	-	(998,160)
Total Income	-	-	-	-	-	-	(573,160)	-	(800,000)	(231,000)	(222,000)	(1,826,160)
Expenditure												
Costs:												
Salaries incl NI, Pension & Agency	199,343			35,674	21,744	256,761	495,891			110,056	86,977	692,924
Salary in projects						-						-
Costs incl stationery, doc management system	38,629					38,629	155,650					155,650
Research & Strategy						-						-
Legal	1,835		-			1,835	12,000	69,672				81,672
LA Support Allocation	2,551					2,551	110,000					110,000
Redundancy Costs						-						-
Business Board & Board	2,322					2,322	15,000					15,000
Costs relating to Year end and Audit						-	11,420					11,420
Corporation Tax						-	2,280	142,500				144,780
Growth Deal Management costs						-						-
Total Operating Costs	244,680	-	-	35,674	21,744	302,098	802,241	-	212,172	110,056	86,977	1,211,446
Project Spend												
Growth Deal Projects						-						-
Getting Building Projects		(2,573,225)				(2,573,225)						-
Skills project costs					51,368	51,368				273,027		273,027
Energy-Regional Green Zones						-						-
Other Projects			-	43,766		43,766		2,150,000	120,944			2,270,944
Delivery of the Midlands Engine Initiative						-						-
West Midlands Combined Authority						-	24,000					24,000
Project Spend Total	-	(2,573,225)	-	43,766	51,368	(2,478,091)	24,000	-	2,150,000	120,944	273,027	2,567,970
Total Expenditure	244,680	(2,573,225)	-	79,440	73,112	(2,175,993)	826,241	-	2,362,172	231,000	360,004	3,779,416
In year Net Position	244,680	(2,573,225)	-	79,440	73,112	(2,175,993)	253,081	-	1,562,172	-	138,004	1,953,256
Cumulative Net Position						-	(760,197)	-	(3,168,540)	-	(48,644)	(3,977,381)

~ 2021-22 as at 31st March 2022 - 21/22 Subject to audit
 # 2022-23 as at 31th July 2022

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Performance Risk and Monitoring Committee paper

Meeting date:	28.08.22				
Agenda Item:	6				
Item Subject:	Hereford City Centre Improvements (HCCI)				
For:	Discussion		Decision	x	Information

Purpose of the Paper:

To inform a discussion and seek approval for proposed changes to the HCCI contract as put forward by Herefordshire Council (HC).

Summary of Recommendations:

Accept the proposed changes to the project management and Hostile Vehicle Movement budgets but not the removal of the grant programme of business premises facades. As this is a reduction in the benefits of project as originally approved.

Main points (recommendations to be highlighted in bold at the end of each section as required):

Costs of materials have gone up significantly so HC are looking to make savings while maintaining the same overall budget for the project and the match funding contractually committed.

HC have stated that the outputs will remain the same.

The proposed changes and rationale put forward by the council are:

- 1) An increase in the budget of £347k for St Owen St to reflect**
 - a) The increase in construction and material costs
 - b) The amendments to the scheme to ensure LTN1/20 compliance
 - c) Include the renewed traffic lights in support of B) and
 - d) Resurfacing of the street to prevent the need for future disruption to business
- 2) An increase in the budget of £613k for Widemarsh St enhancement due to**
 - a) An increase in construction and material costs
 - b) A larger scheme than initially envisaged to ensure that the scheme will be fully DDA compliant
- 3) An increase in budget of £30k for Green roof cycle shelters due to**
 - a) An increase in construction and material costs
 - b) The initial estimated cost did not account for construction costs only purchase of the product.
 - c) Lighting has been included to ensure that cycle shelters were safe and secure.

The above three increases in budgets will be enabled by a decrease in the budget to:

- 1) **City Greening of £65k** – this element can be scaled back quite simply accordingly
- 2) **Hostile Vehicle Mitigation of £204k** – Advice from Counter terrorism is that due to the low risk within Hereford and the permitted vehicular access through the centre for certain hours of the day, that hard stop measures are not necessary and speed reduction measures are desirable utilising existing street furniture. I.e. a reduction in budget can be accommodated.
- 3) **Business Façade Grants of £500k** – the advice from our Economic Development team was that likely take up of the scheme would be low due to the current economic

Performance Risk and Monitoring Committee paper

climate. Businesses are unlikely to be willing to commit match funding for such a scheme thus this element is removed and the budget reallocated.

- 4) **Project Management Costs of £30k** – A saving is being made on project management costs by reducing the number of agency staff working on the programme and utilising in-house staff.

The following shows the match/GBF split and total original budget plus the *proposed* Match/GBF split and total overall budget

Element	Match	GBF	Total Original budget	budget alteration Match	budget alteration GBF	Match	GBF	Revised as at 22.07
High Town existing enhancements	£17,500.00	£554,907.00	£572,407.00	£1,889.86		£19,389.86	£554,907.00	£574,296.86
High Town minor works	£143,597.00	£68,045.00	£211,642.00			£143,597.00	£68,045.00	£211,642.00
Market and event infrastructure	£0.00	£30,500.00	£30,500.00		£-2,849.48	£0.00	£27,650.52	£27,650.52
CCTV enhancements	£500,000.00	£60,000.00	£60,500.00			£500,000.00	£60,000.00	£60,500.00
Business grants	£500,000.00	£0.00	£500,000.00	£-500,000.00		£0.00	£0.00	£0.00
Cathedral and River Wye Quarter des	£340,000.00	£0.00	£340,000.00			£340,000.00	£0.00	£340,000.00
St Owen Street cycle contraflow	£0.00	£700,000.00	£700,000.00	£154,000.00	£193,315.69	£154,000.00	£893,315.69	£1,047,315.69
Widemarsh Street kerb improvemen	£565,000.00	£150,000.00	£715,000.00	£613,000.00		£1,178,000.00	£150,000.00	£1,328,000.00
Cathedral and River Wye Quarter pla	£0.00	£262,500.00	£262,500.00		£-6,917.06	£0.00	£255,582.94	£255,582.94
City Link Road trees and planters	£0.00	£570,191.00	£570,191.00		£-186,398.63	£0.00	£383,792.37	£383,792.37
City Greening	£290,000.00	£72,000.00	£362,000.00	£-64,889.86		£225,110.14	£72,000.00	£297,110.14
"City Trees"	£35,740.00	£284,260.00	£320,000.00		£2,849.48	£35,740.00	£287,109.48	£322,849.48
City green cycle shelters	£0.00	£30,000.00	£30,000.00	£30,000.00		£30,000.00	£30,000.00	£60,000.00
Public Art Installations	£243,000.00	£0.00	£243,000.00			£243,000.00	£0.00	£243,000.00
Hostile Vehicle Mitigation	£500,000.00	£0.00	£500,000.00	£-204,000.00		£296,000.00	£0.00	£296,000.00
Project Management	£364,663.00	£217,597.00	£582,260.00	£-30,000.00		£334,663.00	£217,597.00	£552,260.00
TOTAL	£3,000,000.00	£3,000,000.00	£6,000,000.00	£0.00	£0.00	£3,000,000.00	£3,000,000.00	£6,000,000.00

Financial implications:

There will be a financial cost to the LEP of changing the legal agreement, therefore we either deal with changes in house by way of a letter of variation or we charge any legal costs back to HC.

Legal implications:

Any variation to the contract agreed will need to be reflected in the project contract.

Risks, opportunities and impacts:

The project has already received some negative press questioning the value of money. Dropping the Business Grants elements in order to pay for the increased costs on other elements may lead to further negative press and questions about value for money.

The business grants to improve the facades of buildings in the city centre was also an important part of helping to improve the appearance of the city centre, and would have attracted private sector match, so it's a real lost opportunity dropping this element.

Equality implications:

n/a

Additional information:

n/a

Report Author:

Rachel Laver

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Performance Risk and Monitoring Committee paper

Meeting date:	28.08.22				
Agenda Item:	7				
Item Subject:	Integrated Construction Wetlands				
For:	Discussion	x	Decision	x	Information

Purpose of the Paper:

To inform a discussion and seek approval for proposed changes to the Wetlands project contract as put forward by Herefordshire Council (HC).

Summary of Recommendations:

That the proposed changes to which costs GBF can be used are approved subject to clarification of what the "Technical advice and phosphate credit development" as this is a new element, not included in the original budgets.

Main points (recommendations to be highlighted in bold at the end of each section as required):

The Integrated Construction Wetlands (ICW) project was awarded £1,000,000 of GBF funds to take forward the development of new Integrated Wetland sites to address levels of phosphate pollution in the River Lugg catchment area by providing natural filtration downstream of the existing wastewater treatment works. This would unlock a high number of planning applications which are currently on hold as Phosphate pollution has caused a moratorium on housing development in the entirety of the Lugg catchment. In addition to the development of the wetlands, the project also includes the acquisition and re-purposing of agricultural land in the River Lugg catchment area in order to reduce the levels of diffuse phosphate land through existing activity. The project originally included £444k for a rewilding project which was subsequently removed to concentrate on the wetlands elements.

The project has been subject to a number of delays and changes and has been before PRMC before. The GBF programme ended at the end of March. This project had an extension utilising freedoms and flexibilities and we carried over £622k to be defrayed by the end of October this year.

Some good progress has been made on the project and they have completed the acquisition of at least one site and now started trading credits. (HC will give a more detailed update at the meeting)

We have now had a request to agree a variation to what the GBF is spent on. It doesn't impact on the overall project costs or the outputs of the project, it is just to enable the remaining grant to be fully spent by the end of October. However, a new budget line has been added called Technical advice and phosphate credit development which didn't feature in the original budget so clarification of this costs and the need should be explored at the meeting.

These changes are summarised in Appendix A.

Financial implications:

There will be a financial cost to the LEP of changing the legal agreement, therefore we either deal with changes in house by way of a letter of variation or we charge any legal costs back to HC.

Legal implications:

Any changes to the contract will require a contract variation.

Risks, opportunities and impacts:

If the changes aren't agreed then there is a risk that the GBF will not be spent by the end of October, jeopardising the project and causing reputational damage.

Equality implications:

n/a

Additional information:

n/a

Report Author:

Rachel Laver

Performance Risk and Monitoring Committee paper

Appendix A

Description of project costs	Match funding (costs to be funded by the applicant) £	Non-contracted additional match funding (costs to be funded by the applicant) £	Getting Building Funding (change) £	Total cost including VAT if applicable £
Site Viability Assessments and Interim Plan with Phosphate Calculator	30,739	-	72,450 (+6746)	103,189
Investigative surveys	34,429	-	79,190 (+45,680)	113,619
Detailed Design and Planning	72,809	-	100,153 (-118,377)	172,962
Land Acquisition	-	-	306,782 (-219,704)	306,782
Wetland Construction	742,041	212,402	314,175 (+184,655)	1,268,618
Technical advice and phosphate credit development	76,232	-	101,000 (+101,000)	177,232
Project Management	43,750	-	26,250 (no change)	70,000
Totals	1,000,000	212,402	1,000,000	2,212,402

Performance Risk and Monitoring Committee paper

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Item 8



Marches Local Enterprise Partnership Limited

Inclusive Economy and Diversity Policy and Implementation Plan

June 2022

Version History

Version No.	Date Issued	Summary of Changes
Version 1.0	23 March 2021	Document approved by the Marches LEP Board
Version 1.1	12 October 2021	Review of progress against Implementation Plan
Version 1.2	9 June 2022	Review of progress against Implementation Plan

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1. Inclusive growth

The Marches Local Enterprise Partnership (LEP) is focused on developing an inclusive and dynamic economy; for us this means becoming the home of ambition and opportunity for all.

We believe in opportunity for all, regardless of their gender, religion, age, disability, ethnicity, sexual orientation, removing the barriers which make it difficult for people to take up employment and training opportunities. We want to empower our people with the skills and resources they need to take ownership of their futures and secure good jobs with fair living wages.

We want residents to own their economic future and all young people to have high aspirations, with support to enable them to make good choices. We will work to increase the earnings, qualifications levels and progression routes accessible to local residents so that every resident has the tools and confidence to access the higher skilled jobs in future.

Our vision for the Marches is that we are an inclusive place that enables residents from our communities to thrive and develop with quality jobs offering good wages, training and progression. We know business people, local authorities, education and third sector organisations in the Marches are committed to working together to invest in the prosperity of our workforce and residents.

2. What success will look like

We are focused on narrowing the gap both between the area and the national average (outside London) and within the area to promote equality, diversity and inclusion reduce inequality; this includes:

- **Closing the gap on average earnings:** Increasing the earnings, qualifications levels and progression routes for local residents will be an important issue as an inclusive economy to ensure residents have access to new higher skilled jobs in future.
- **Closing the unemployment gap:** Remove the barriers which make it difficult for our people to take up employment and training opportunities.
- **Closing the skills and education gap:** Through good schools and colleges, make sure our young people have the skills, experience and qualifications to take up and access quality training and jobs.
- **Closing the aspiration and ambition gap:** So that local people own their own economic future and all young people to have high aspirations and confidence, with support to enable them to make good choices.

3. Context

LEPs are private sector led partnerships between local authorities and businesses set up in 2010 by the former Department of Business, Innovation and Skills to help determine local economic priorities and lead economic growth and job creation within the regions.

The Marches LEP is the business-led organisation which drives economic growth across Herefordshire, Shropshire and Telford & Wrekin by combining the best entrepreneurial instincts of the private sector with the knowledge, resources and infrastructure of the public sector.

The Marches LEP works in partnership with central Government to ensure the Marches region is getting a fair share of funding to deliver projects to achieve its objectives.

4. The Marches LEP vision

Our vision for the Marches is of a strong, diverse, inclusive and enterprising business base, operating in an exceptional and connected environment, where the transfer of technology and skills fosters innovation, investment and economic growth.

To achieve this vision, we are working with local partners, stakeholders and the business community to identify barriers to growth.

We are prioritising projects which will help remove those barriers and drive growth.

The Marches LEP values the diversity of the region's communities and recognises this as a huge asset that should be harnessed to provide a competitive advantage and drive the growth required.

The Marches LEP also recognises that to achieve its vision, bringing benefits to all our communities, it is essential that the LEP Board represents the diverse population of the region, and embraces the benefits this will bring in improving creativity, productivity and innovation. The Marches LEP also recognises the importance of embedding its vision in its policies and procedures.

5. What are Equality and Diversity?

Equality is ensuring every individual or groups of individuals have an equal opportunity to make the most of their lives and talents and are not treated differently or less favourably, on the basis of race, gender, disability, religion or belief, sexual orientation and age.

Diversity aims to recognise, respect and value how people's differences contribute to society and support them in realising their full potential by promoting an inclusive culture for all.

5.1 Legal Context - Equality Act 2010, Equality Duty and Public Services (Social Value) Act 2012

The Equality Act 2010 places a public duty on the Marches LEP with which it must comply. It states that everyone has the right to be treated fairly and places legislation around nine protected characteristics: age, disability (including mental ill health), gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

The Public Services (Social Value) Act 2012 requires those who commission public services to think about how they can also secure wider social, economic and environmental benefits.

When making economic policy decisions the Marches LEP will pay due regard to the Equality Act 2010, general duties under the Public Sector Equality Duties (Annex A) and to the Public Services (Social Value) Act 2012.

6. Our commitment

This policy reinforces the Marches LEP's commitment to providing equality and fairness to all those who wish to work with them and to not acting less favourably on the grounds of their protected characteristic. The Marches LEP is opposed to all forms of unlawful, unfair and inappropriate discrimination.

7. How we will fulfil our commitment and meet our responsibilities

7.1 Board composition

Using information collected through publicly available economic data, the Marches LEP will seek to ensure its Board composition reflects the diverse communities of the Region. In determining the optimum composition of the Board, the Marches LEP will also consider areas of expertise and industry knowledge in addition to geographical representation, background, race, gender and other qualities in order to ensure membership is balanced appropriately.

7.2 Board Member Appointments Panel

The Marches LEP Chair will form an Appointments Panel, comprising at least three additional Marches LEP Board Members to manage Members rotation. The Appointments Panel will review and assess Board composition on behalf of the Board and, when recommending new appointments to the Marches LEP Board, will be mindful of achieving the optimum composition to maintain an appropriate range and balance of gender, skills, experience and background. The Appointments Committee will also be as diverse as possible to further promote Marches LEP commitment to diversity.

7.3 Recruitment

The Marches LEP will endeavour to recruit openly and fairly from the Region community so that the Board reflects regional diversity. This measure will be assessed regularly and the results produced for the Board.

The Marches LEP will encourage applications from all diverse backgrounds and;

- will ensure recruitment literature does not contain barriers to employment;
- will promote the Marches LEP's commitment to promote diversity in recruitment application packs and adverts;
- will aim to reach the widest possible candidate pool by using a range of recruitment methods and positive action, for example targeting under- represented groups through social media channels;
- will define the selection criteria in terms of measurable skills, experience, knowledge and personal qualities; and

- will assess candidates against the role specification in a consistent way throughout the process.

7.4 Selection

All Board appointments will be made on merit, in the context of the skills and experience required by the Board as a whole to be effective.

7.5 Equality and Diversity Champion

The Marches LEP will nominate from its number, one member, to act as its champion for Equality and Diversity. The champion, in addition to being a member of the Appointments Committee, will lead on ensuring the Marches LEP Board understands its role in promoting diversity and eliminating discrimination.

7.6 Decision making

As strategies, policies, procedures and programmes of work are developed, the Marches LEP will assess the impact on equality and consider what actions, if any, may be appropriate to improve any identified adverse impacts.

The social, environmental and economic impact and the impact on equality will also be monitored as strategies, policies, procedures and programmes are implemented.

The Marches LEP will be open and transparent and publish all information regarding its progress in meeting its commitments and duties in relation to equality and diversity on its website. The Marches LEP will also make available information that demonstrate how the achievement of its objectives is bringing benefits to all Marches Region communities.

7.7 Partners

The Marches LEP will work with partners to ensure that all commissioning and tendering processes pay due regard to the Equality Act 2010, general duties under the Public Sector Equality Duties (Annex A) and to the Public Services (Social Value) Act 2012.

7.8 Stakeholders

The Marches LEP will engage with all stakeholders and strive to be inclusive and transparent in all communications, encouraging consultation and collaboration.

7.9 Board subgroups

The Marches LEP will work to increase diversity not only at Board Member level but also in the membership of its subgroups.

7.10 Training

The Marches LEP will ensure that all members of the Board, its subgroups and all members of the Marches Executive Team undertake regular equality and diversity training.

8. Accountability

The Marches LEP is responsible and accountable for the implementation of this policy and for ensuring diversity issues are addressed by promotion of this policy.

Marches LEP Board members and Marches Executive Team members have a responsibility to challenge any unfair discrimination for reasons covered by equality legislation.

9. Policy Review

This policy will be reviewed annually in line with the review of the Accountability Assurance Framework (AAF) and/or the re-fresh of the Strategic Plan. Any changes will be approved by the Marches LEP Board.

10. Annex A – Equality Act 2010

The Equality Act became law in 2010. It covers everyone in Britain and protects people from discrimination, harassment and victimisation.

General duties under the Public Sector Equality Duties

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic under the Act and those who do not.
- Foster good relations between people who share a protected characteristic under the Act and those who do not.

Protected characteristics

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

Situations in which you are protected from discrimination

Under the Equality Act you are protected from discrimination:

- when you are in the workplace
- when you use public services like healthcare (for example, visiting your doctor or local hospital) or education (for example, at your school or college)
- when you use businesses and other organisations that provide services and goods (like shops, restaurants, and cinemas)

- when you use transport
- when you join a club or association (for example, your local tennis club)
- when you have contact with public bodies like your local council or government departments

How can you be discriminated against?

There are four main types of discrimination.

1.1.1.1 Direct discrimination

This means treating one person worse than another person because of a protected characteristic. For example, a promotion comes up at work. The employer believes that people's memories get worse as they get older so doesn't tell one of his older employees about it, because he thinks the employee wouldn't be able to do the job.

1.1.1.2 Indirect discrimination

This can happen when an organisation puts a rule or a policy or a way of doing things in place which has a worse impact on someone with a protected characteristic than someone without one. For example a local authority is planning to redevelop some of its housing. It decides to hold consultation events in the evening. Many of the female residents complain that they cannot attend these meetings because of childcare responsibilities.

1.1.1.3 Harassment

This means people cannot treat you in a way that violates your dignity, or creates a hostile, degrading, humiliating or offensive environment. For example a man with Down's syndrome is visiting a pub with friends. The bar staff make derogatory and offensive comments about him, which upset and offend him.

1.1.1.4 Victimisation

This means people cannot treat you unfairly if you are acting under the Equality Act (like making a complaint of discrimination), or if you are supporting someone else who is doing so. For example, an employee makes a complaint of sexual harassment at work and is dismissed as a consequence.

What else does the Equality Act do?

1.1.1.5 Public Sector Equality Duty

The Equality Act also requires public bodies (like local councils, hospitals, and publicly-funded service providers) to consider how their decisions and policies affect people with different protected characteristics. The public body also should have evidence to show how it has done this.

For example, a local authority wants to improve its local bus service. It carries out a survey of people who use public transport and finds that very few women use buses at night because they are worried about sexual harassment. The local authority decides to work with the police and the transport provider, as well as local residents, to find ways to address this problem and make the bus service more inclusive.

11. Annex B – Implementation Plan

Principle 1 – To work towards ensuring we have a workforce that reflects the diversity of the Marches				
Action	Lead	Frequency	Progress as August 2022	RAG Rating*
To ensure all staff have equality and diversity objectives agreed in each performance review and appraisal.	Line Manager	Annually	Ongoing - All staff reminded to discuss and agree an equality and diversity objective for reporting year 2021/22 with their line manager	
To review equality and diversity training needs annually and to identify any gaps in knowledge that need to be addressed.	Line Manager	Annually	Ongoing - All staff invited to complete annual certification of equality & diversity training module on Leap Learning at https://shropshire.learningpool.com/course/view.php?id=397 and to review their equality and diversity training needs to identify any knowledge gaps. 2022 certification underway.	
To ensure that any equality and diversity issues are included and addressed at the fortnightly management meetings.	Line Manager	Fortnightly	No issues identified	
To consult and update all job descriptions to ensure that all employees have a duty to promote Marches LEP's Equality and Diversity Policy and proactively seek ways to promote equality in carrying out their day to day responsibilities.	Line Manager	Ongoing and once implemented, reviewed at end of year performance review	Ongoing - HR confirmed this can be done directly by line managers in agreement with staff. Recent Board and Chair roles were actively promoted to womens groups and minority groups to attract a more diverse applicant.	

*RAG Rating – Red, Amber, Green Rating

Principle 2 – To embed equality into the heart of business planning and day to day operations				
Action	Lead	Frequency	Progress as August 2022	RAG Rating
Responsibilities are set out in the Shropshire Council HR Policies – these are to be monitored by each line manager on an ongoing basis.	Line Manager	Ongoing	All staff have also signed up to the LEP Code of Conduct which includes the need to uphold equal opportunities.	
Take action when incidents occur in breach of our policy.	Line Manager/ HR Admin	Ongoing	No breaches occurred.	
Ensure that our equality and diversity statement is included and implemented in all job adverts/ descriptions.	Line Manager	Ongoing	Included in recent advert for LEP Chair & Board Member. Line Managers to amend job descriptions in agreement with staff	
Review employee monitoring forms to identify whether there is any significant under-representation. Use this information to specifically target certain audiences when recruiting and review job descriptions in line with this. Incorporate any relevant actions into the implementation plan.	HR Admin	Annually	Recruitment monitoring information is contained within Shropshire Council published annual diversity report	
Ensure that all employees are offered support if required and reasonable adjustments are considered.	Line Manager/ HR Admin	Ongoing	This is covered in the induction process or as/when, if there are any changes that the Marches LEP is made aware of	
Principle 3 – To ensure that Marches LEP’s diverse communities, particularly the most disadvantaged people, benefit from Marches LEP’s vision to deliver sustainable economic growth.				
Action	Lead	Frequency	Progress as August 2022	RAG Rating
Promote the importance of carrying out an equalities analysis (EqA) to all project applicants as part of the development of their proposed application by signposting to sources of data/research. They should also be advised to consider the needs for consultation and involvement of disadvantaged groups to inform their application.	Project Appraiser	Ongoing	Marches LEP is currently determining its new strategy and operational delivery plan in light of the outcome of the LEP Review and Levelling Up White Paper.	

When responsible for appraising projects, ensure that our policy is taken into consideration.	Project Appraiser	Ongoing	<p>Marches LEP is currently determining its new strategy and operational delivery plan in light of the outcome of the LEP Review and Levelling Up White Paper.</p> <p>Recent Energy Fund call encouraged projects to relieve fuel poverty. Full business case includes sustainability and inclusivity considerations.</p>	
Principle 4 – To support the development across the Marches LEP economy of diverse markets, workforces and suppliers, in particular through working with key employers, business, voluntary and community sector and skills providers				
Action	Lead	Frequency	Progress as August 2022	RAG Rating
Ensure that all external organisations and stakeholders are made aware of and encouraged to adhere to our equality and diversity policy.	Meeting Chairs	Ongoing	<p>Implementation delayed due to LEP Review.</p> <p>Policy is available on the Marches LEP website</p>	
Review where current links lie with diverse stakeholders. Identify gaps and create new links if required.	CEO	Annually	Implementation delayed due to LEP Review.	
Principle 5 – To provide leadership as an employer and service provider to drive our work to reduce inequalities across the Marches				
Action	Lead	Frequency	Progress as August 2022	RAG Rating
This policy is to be stored in a central place on our website for all to view to increase awareness.	PR & Comms	Once agreed	Policy available on the Marches LEP website, under Policies and Procedures	
Issue all interested candidates with monitoring forms to assess any employment data gaps in our recruitment advertising.	HR Admin	Ongoing	Gaps in employment are covered within the main job application form, with candidates asked to detail any gaps and recruiting managers would discuss at interview	
Ensure that all those involved in the recruitment and selection process are trained in non-discriminatory selection techniques.	HR Admin	Ongoing	All recruiting managers are required to attend mandatory recruitment training, which covers equality and diversity (as well as best practice) for recruitment purposes	

Review the recruitment and selection policy and procedures.	HR Admin	Ongoing	These are reviewed regularly and updated if required.	
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Principle 6 – To have a governance structure that holds the organisation to account, ensuring that benefits are achieved from mainstreaming equalities across all of our work				
Action	Lead	Frequency	Progress as August 2022	RAG Rating
Produce a report on progress against the Implementation Plan to the Marches Board. Revise when further measures are identified to ensure providers and staff are taking action to enable equality to be promoted in line with the Public Sector Equality Duty.	Diversity Champion	Annually	Review to be done in August PRMC & September Board Meeting.	
Appoint a Diversity 'Champion' at Board level to ensure we are compliant with the Equality Act 2010, including the three main parts of the Public Sector Equality Duty.	LEP Chair/ CEO		Completed in September 2020	
Principle 7 – To utilise our evidence base and ensure equality is built into data collection, analysis and reporting of economic trends affecting the Marches to inform our work on economic development				
Action	Lead	Frequency	Progress as August 2022	RAG Rating
Review our equality and diversity monitoring form to ensure that we are collecting only relevant data.	HR Admin	Ongoing	Recruitment monitoring forms are reviewed regularly and updated if required.	
Principle 8 – To monitor, review and revise equality measures and objectives to analyse the impact of our work on the Marches businesses, communities and our workforce				
Action	Lead	Frequency	Progress as August 2022	RAG Rating
Undertake regular reviews of the Equality and Diversity monitoring information of applicant enquiries and attendance at workshops/events to identify any under-representation. Take steps to address this, including measures such as improving the accessibility of our communications, venues and provision of advice and guidance.	HR Admin/ Event Organiser	Ongoing	Attendee data reviewed e.g. Growth Hub events attendance to identify any gaps for targeted action.	
Ensure an access review is carried out when planning any external located meetings/ events/ workshops in line with the duty to make	Event Organiser	Ongoing	This is done for each event/meeting and/or workshop.	

reasonable adjustments under the Equality Act 2010.				
Ensure that all candidate access and dietary requirements are checked and implemented in advance of any meetings/events/ workshops.	Event Organiser	Ongoing	This is done for each event/meeting and/or workshop. For example at Marches Career Hub Conference on 10 August 2022 consideration was given to meeting participants needs around inclusion and access, incl dietary requirements.	
Principle 9 – To comply with equalities legislation and pay due regard to the Public Sector Equality Duty as a requirement of public sector and EU funding				
Action	Lead	Frequency	Progress as August 2022	RAG Rating
Ensure that our Equality and Diversity policy is kept up to date and compliant.	CEO	Ongoing	Policy and compliance reviewed regularly. Implementation slowed down by ongoing LEPs Review and uncertainty over the future role of LEPs	
Ensure that this policy is implemented in the day to day working environment.	Line Managers	Ongoing	Implementation slowed down by ongoing LEPs Review and uncertainty over the future role of LEPs	
Principle 10 – To set a broad range of targets to ensure that we are meeting the needs of diverse communities and achieving a broadly representative workforce				
Action	Lead	Frequency	Progress as August 2022	RAG Rating
Ensure that our equality and diversity plan objectives are embedded in our Business Plan, SAP and any other relevant documents.	CEO	Ongoing	Work to be undertaken following outcome of LEPs Review	
Principle 11 – To ensure all business have equal access to opportunities offered by the Marches LEP in order to have a diverse supplier market that supports and works in partnership to meet our strategic objectives				
Action	Lead	Frequency	Progress as August 2022	RAG Rating
Evaluate data from monitoring forms used given to business and partners. Feedback this information to the relevant person in charge to enable changes to be implemented.	HR Admin/ Named Lead	Ongoing	Implementation slowed down by ongoing LEPs Review and uncertainty over the future role of LEPs. Recent Board and Chair roles were actively promoted to womens groups and minority groups to attract a more diverse applicant. Job vacancies posted on LEP website, Shropshire Council website and social	

			media. Procurement opportunities openly advertised.	
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MARCHES LEP LTD BOARD MEETING PAPER

Meeting date:	25 th August 2022					
Agenda Item:	Item 10c					
Item Subject:	Growth Hub (GH) Update					
For:	Discussion		Decision		Information	X

Purpose of the Paper:

Paper provides an update on the following:-

- 2022/23 growth hub grant offer position;
- New data collection requirements; and
- New Growth Hub Branding and Communications Guidelines.

Summary of Recommendations:

- To note the new GH data framework and Growth Hub Branding and Communications Guidelines, both of which are conditions of funding.

Main points

GH 2022/23 Funding

- Authorised grant offer paperwork was returned to BEIS on 4th August; and
- Q1 claim submitted to BEIS on 11th August.

New Monitoring and Evaluation Framework includes new data collection requirements in addition to last financial year requirements. Details have been provided below :-

New Customer Satisfaction Question - Page 4

- For 'Medium' and 'High' intensity interventions only, the tabulated responses to the satisfaction question **"How would you rate your overall satisfaction with the support provided by the Growth Hub?"**

New Aggregated statistics required - Page 5.

- Total number of referrals to an export support programme (e.g., DIT) (note: a combined figure for 'Medium' and 'High' intensity interventions only).
- New - Total number of referrals to an import support programme (e.g., DIT) (note: a combined figure for 'Medium' and 'High' intensity interventions only).
- New - Total number of referrals to an investment support programme (e.g., DIT) (note: a combined figure for 'Medium' and 'High' intensity interventions only).

Section 5 Firm Level Data changes – Page 6-9

- 1.9 Turnover to be linked to the local business in case of multi-site businesses
- 1.13 SIC code format required

New Protected Characteristics data for Medium and High interventions.

- Page 8 and 9 details data requirements around age, gender, ethnicity, and disability. Annex on page 10 explains the rationale for collecting this data.

New Growth Hub Branding and Communications Guidelines - These guidelines are designed to make sure the Growth Hub network is using appropriate Government branding uniformly. Whilst maintaining

consistency across the network, BEIS are taking a lighter touch approach to communications to reflect reduced levels of funding.

BEIS no longer require Growth Hubs to use other elements of the Growth Hub Network Media toolkit i.e., Case Study Questionnaire, Growth Hub Network Q&A (external facing), Growth Hub Network Core Messaging (external facing), Photograph/Video release form, and Press release template. These templates were optional previously and not used by LEP PR/Marketing consultants.

The following guidelines are designed to complement, not replace, the unique brands that each Growth Hub has cultivated and demonstrate partnership working with Government. They have been designed to provide clarity on what logos Growth Hubs should display on their websites and collateral. They are created alongside the LEP Branding Guidelines to ensure that no conflicts are created for those Growth Hubs delivered internally by LEPs.

As recipients of Government funding, BEIS expect Growth Hubs to ensure public-facing communications from or on behalf of the Hubs cannot be interpreted as political judgement/ commentary, or as a criticism of Government policy.

Financial implications:

- Additional costs relating to set up of new data collection and reporting.

Legal implications:

- New Monitoring and Evaluation Framework and new Growth Hub Branding and Communications Guidelines are conditions of 2022/23 GH funding.

Risks, opportunities and impacts:

- Impact on central GH resource and LA partners with regards to the collection of the new additional data. Financial impact on updating CRMs and setting up report templates.
- Little to no impact as a result to the New Growth Hub Branding and Communications Guidelines

Equality implications:

- Not an implication but to be noted. Collection on New Protected Characteristics data for Medium and High interventions.

Additional information:

- N/A

Report Author:

- Yasmin Sulaman, Growth Hub Programme Manager

Background papers/documents:

Item 10d

Department for International Trade (DIT) funded Key Account Management (KAM) project

The Marches LEP's business case for £28,000 KAM funding (to maintain and grow foreign investment locally), as outlined at the April 2022 Marches LEP Board Meeting, was formally agreed and the grant offer letter signed by the accountable body on 9 June 2022. Ahead of this, an open procurement exercise to identify a Marches-wide delivery resource was completed and Mountain Perspective Ltd appointed. Discussions were held with local authority partners around this change of approach to ensure that foreign-owned businesses are supported appropriately and consistently and that clear lines of communication are maintained.

Initial priorities for the contract term (six months in the first instance) have included reviewing all foreign-owned businesses potentially in scope for project support, communication with eligible businesses and improving the quality of reporting to DIT. Progress against targets at 31 July 2022 is detailed below:

KPI	Target	Achievement at 31 July 22
Actively Managed Accounts	25-30	31
Identified Projects	10	14
Verified Project Wins	2	0

DIT has now outlined that the project is likely to be extended to the end of March 2023 and additional funding allocated. This will be subject to the approval of a new business case by DIT and a review of the current operating model by the LEP team. An update on this will be provided at the September Marches LEP Board meeting.

Item 10e

Department for Education (DfE) funded Skills Advisory Panel (SAP)

SAP funding of £55k has now been secured through the submission of a Memorandum of Understanding to DfE and receipt of funds is awaited. This funding will be used to support data and intelligence work required by DfE and research into the local employment and skills landscape. It is anticipated that this will include an insight report into the economic impact and scale of FE and HE provision across the Marches.

Guidance from DfE has advised that £27.5k of SAP funding should be retained to support the development of the Marches Employer Representative Body (ERB) which is due to be confirmed in September 2022. The ERB will have responsibility for the development of a Marches Local Skills Improvement Plan (LSIP) to meet the requirements of the Skills White Paper. This retention of SAP

funding limits the Marches LEP in being able to invest locally in data and intelligence capability, e.g. in funding the EMSI tool for use by education and local authority partners.

As the ERB position becomes clearer, consideration will need to be given to the ongoing role of the SAP. In the meantime, it will continue to convene partners to discuss local skills and employment opportunities and challenges and provide oversight of the implementation of the Local Skills Report <https://www.marcheslep.org.uk/wp-content/uploads/2022/01/2022-Marches-Local-Skills-Report-Update-Final-270122.pdf> which details key local priorities.

Careers & Education Company (CEC) funded Marches Careers Hub

The Marches Careers Hub team is continuing to focus on delivery improvements under the current contract and to meet the spending plan agreed with the CEC up to 31 August 2022.

Priority actions being undertaken include working with Hub schools/colleges to improve and embed meaningful careers education programmes, driving performance improvements measured through Gatsby Benchmarks and recruiting business volunteers (Enterprise Advisers) to work strategically with schools/colleges. A report to close off this contract period ending 31 August 2022 will be submitted to the CEC in early October 2022 and will be reviewed by the Marches Careers Hub Steering Group, chaired by Hollie Whittles, on 4 October 2022.

A new grant offer letter has been received from CEC and signed by the accountable body to cover the period 1 August 2022 to 31 March 2023. Funding agreements with local authority partners are being updated to reflect a modest increase in funding available and operational updates.

A conference for stakeholders was held on 10 August 2022 to outline priorities for the coming academic year and to generate ideas to be incorporated into the new strategic plan. This plan is being finalised by the Careers Hub Lead Andriané Usherwood-Brown for submission to the CEC by the end of September 2022 for formal approval.

End