

THE MARCHES LOCAL ENTERPRISE PARTNERSHIP LIMITED					
BOARD MEETING					
Tuesday 29 November 2022			3.30 pm – 5.30 pm		
Ludlow Assembly Rooms, 1 Mill St, Ludlow SY8 1AZ					
AGENDA					
Item	Time		Lead	Purpose	Paper
1.	3.30 pm	Welcome, Apologies and Declarations of Interest	MT		
2.	3.30 pm	Governance - Chair & Deputy Chair appointment - Appointment of Public Sector Alternate Director – Shropshire Council	RL	Approval	X
3.	3.40 pm	Minutes of The Marches LEP Ltd Board meeting on 27 September 2022 - Matters Arising	MT		X
4.	3.45 pm	LEP Chair and CEO Report	MT/RL	Information & Discussion	X
5.	3.55 pm	Report from the Performance Risk & Monitoring Committee (PRMC)	SR	Information	X
6.	4.05 pm	Annual report – <i>link to electronic version of report to follow</i>	RL	Approval	To follow
7.	4.15 pm	Telford & Wrekin Council (presentation) a. Projects update b. Telford Land Deal update	J Dunn/ K Kynaston	Information & Approval	X X
8.	4.35 pm	Finance (presentation)	RL	Information	
9.	4.45 pm	Strategic Economic Plan- vision and priorities (presentation)	KJ/RL	Discussion & Approval	X
10.	5.00 pm	Business Boards/Marches Business Support Steering Group (MBSSG)	MT/RL	Approval	X
11.	5.15 pm	Any Other Business	MT		
Future Meetings					
Jan 23	24 January 2023 3.30pm – 5.30pm (location tbc) Accountable Body compliance Audit feedback Oxon Link Road Accountability and Assurance Framework Transport Officers Group update				
Mar 23	21 March 2023 3.30pm – 5.30pm (location tbc)				

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Meeting date:	29 th November 2022				
Agenda Item:	2				
Item Subject:	Governance				
Author:	Rachel Laver				
For:	Discussion	x	Decision	x	Information

Purpose of the Paper:

To provide information to Board members regarding Board member changes and propose the confirmation of appointments.

Summary of Recommendations:

- **To confirm the appointment of Sonia Roberts as the new Chair of Marches LEP Ltd.**
- **To note the process to nominate a new Deputy Chair and vote on the proposal.**
- **To confirm the appointment of Cllr Dean Carroll as the Alternate Director for Shropshire Council.**
- **To nominate and agree a Small Business Champion**

Main points

1. Appointment of New Chair

The interview for the role of Marches LEP Chair was held on 8 November 2022. Sonia Roberts was the successful candidate and has accepted the role as Chair, subject to Board approval. Sonia has been a member of the Marches LEP Board since 2015 and Deputy Chair since July 2020.

Recommendation: The Board is asked to confirm the appointment of Sonia Roberts as Chair of The Marches LEP Ltd.

2. Nomination for Deputy Chair

Nominations for the role of Deputy Chair according to the Terms of Reference are the responsibility of the Chair. The new Chair will nominate a Board Member, subject to agreement. The Board will then be asked to vote on the proposed appointment for a three-year period.

Recommendation: To note the process to nominate a new Deputy Chair and vote on the proposal.

3. Shropshire Council Alternate Director

Cllr Lezley Picton, Leader of Shropshire Council has given notice to the Board that Cllr Ed Potter has resigned as the Alternate Director.

Cllr Picton has given notice of the appointment of Cllr Dean Carroll, Portfolio Holder for Growth and Regeneration as the Alternate Director. Cllr Carroll has consented to the appointment. The relevant appointment documentation has been signed by Cllr Picton and Cllr Carroll.

Recommendation: The Board is asked to confirm the appointment of Cllr Dean Carroll as an alternate director of The Marches LEP Ltd.

4. Small Business Champion

As identified in the Marches LEP Mid-year Review November 2022, the National Assurance Framework states that at least one member of the Board should be designated a Small and

Medium Enterprise (SME) Champion. Their role is to champion SME businesses and their interests within the LEP and local community. While we do have two business boards that cover this role, we ask for nominations to have a dedicated named person in this role as per the requirement.

Recommendation: The Board is asked to nominate and agree a Small Business Champion.

Financial implications:

n/a

Legal implications:

The relevant director resignation and appointment documentation will be lodged with Companies House.

Risks, opportunities and impacts:

Equality implications:

We need to be aware of the need for 30% of the Board to be female, rising to 50% in 2023 according to the National Assurance Framework. We will need to be mindful of this during recruitment next year.

Report Author: Rachel Laver

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**Draft Minutes of the Marches LEP Ltd Board Meeting
27 September 2022 at 3.30pm at Ludlow Racecourse
(Company Number: 11822614)**

Present:

Mandy Thorn MBE DL	MT	Chair, Marches LEP
Sonia Roberts	SR	Deputy Chair Marches LEP; Equality & Diversity Champion; CEO Landau Limited
Frank Myers MBE	FM	Herefordshire Business Board Chair
Andrew Manning Cox	AMC	Hereford Enterprise Zone Chair
Cllr David Hitchiner	DH	Leader, Herefordshire Council
Cllr Lezley Picton	LP	Leader, Shropshire Council
Cllr Lee Carter	LC	Cabinet Member for Neighbourhood Services, Regeneration and the High Street, Telford & Wrekin Council
Gordon Coppock	GC	Energy and Net Zero Champion
Graham Guest	GG	Skills Advisory Panel Chair; Skills Champion; Chief Executive and Principal of Telford College
Paul Kalinauckas	PK	Access to Finance Champion
Christine Snell	CS	Business Partner, AJ & CI Snell
Catherine Baxter	CB	Higher Education Champion; University Secretary, Harper Adams University

In Attendance:

James Walton	JW	Section 151 Officer, Shropshire Council (via link)
Roger Allonby	RA	Acting Service Director for Economy, Herefordshire Council
Mark Barrow	MB	Executive Director for Place, Shropshire Council
Katherine Kynaston	KK	Director Housing Economy & Infrastructure, Telford & Wrekin Council
Liam Askins	LA	Head of West Midlands Team, Cities & Local Growth Unit, Department for Business, Energy and Industrial Strategy
Alex Collins	AC	Deputy Area Lead, Stoke-on-Trent and Staffordshire, Cities & Local Growth Unit
Rachel Laver	RL	Chief Executive, Marches LEP
Kathryn Jones	KJ	Head of Partnerships & Strategy, Marches LEP
Tim Yair	TY	Regional Senior Net Zero Projects Officer, Midlands Net Zero Hub
Ennis Vingoe	EV	Executive Assistant, Marches LEP
Jo Grivell	GJ	Office Administrator, Marches LEP

Observers:

Alex Green	AG	Director Radfield Homecare (part of meeting)
Clare Fenton	CF	Director Fenton Partners & Veritherm (part of meeting)

ITEM		ACTION
1.	<p>Welcome</p> <p>1. Welcome, Apologies and Declarations of Interest</p> <p>MT thanked everyone for attending the meeting. Apologies were received from Sara Williams, Will Westley and Cllr Ed Potter. Cllr Lezley Picton attended the meeting in Cllr Potter's stead.</p> <p>MT welcomed Alex Green and Clare Fenton to their first meeting of the Board (as observers) and also welcomed Liam Askins to his first meeting.</p> <p>MT noted that the meeting was being recorded to aid the production of the minutes.</p>	

	<p>2. Declarations of Interest The Chair reminded members to complete the form that had been distributed for any specific Declarations of Interest for every meeting. The following declarations of interest were made:</p> <ul style="list-style-type: none"> • CF, LC, DH and LP for Item 9 – Marches Energy Fund. <p>MT informed the Board that she had been appointed to the Harper Adams University Development Trust. FM and DH said that they had been appointed as directors of Herefordshire County BID.</p>	
	<p>Part A – Public Session</p>	
<p>2.</p>	<p>Governance</p> <p>1. Board Member Appointments A successful round of interviews to appoint new Board members had been held on 18 August 2022. Thanks were expressed to the Chair and Deputy Chair, Frank Myers MBE and Cllr Ed Potter for their contribution as members of the interview panel.</p> <p>MT introduced Clare Fenton from Herefordshire and Alex Green from Shropshire who were the successful candidates and had accepted roles as members of the Marches LEP Board, subject to Board approval. They had also consented to their appointment as directors.</p> <p><i>In accordance with the Articles of Association section 20, the Board confirmed the appointment of Clare Fenton and Alex Green as directors of Marches LEP Ltd and members of the Board (unanimous).</i></p> <p>The relevant documentation would be filed with Companies House.</p> <p>2. Recruitment of Marches LEP Chair An update had been provided in the LEP Chair and CEO Report on Item 4 on the agenda.</p> <p>3a. Re-election of Christine Snell and Catherine Baxter <i>The Board noted that the re-election of Catherine Baxter and Christine Snell to the Marches LEP Board for a further 2-year tenure to July 2024, had been approved by correspondence.</i></p> <p>3b. Re-election of Paul Kalinauckas <i>Members of the Board approved the re-election of Paul Kalinauckas to the Marches LEP Board until May 2024 (unanimous).</i></p> <p>4. Resignation of Beth Heath as of 12 September 2022 Beth Heath had recently resigned as the Chair of Shropshire Business Board and as a member of the Marches LEP Board.</p> <p>MT said that Shropshire Business Board had merged into the Shropshire Economic Taskforce. The Shropshire Business Board would therefore cease and there would no longer be a representative on the Marches LEP Board. Proposals on how the Marches LEP would continue to engage with Shropshire businesses were covered separately in the Chair and CEO report.</p>	<p>EV</p>

	<p><i>The Board noted that Beth Heath had resigned as Chair of the Shropshire Business Board and therefore as a member of the Marches LEP Board and a director of Marches LEP Ltd.</i></p> <p>The necessary documentation had been filed with Companies House.</p> <p>CB informed the Board that she would be leaving Harper Adams University in September 2023 and stepping down from the Marches LEP Board and the HE Group. MT said that discussions on succession to the HE representative role on the Board would take place in early Spring 2023 with a view to appointing (with a period of handover) in the Summer. FM raised his concerns on waiting until the Spring to start this process but CB and the Chair felt that as the HE representation was decided through the HE Group the timing and process should be discussed in that forum first.</p>	
<p>3.</p>	<p>Minutes of The Marches LEP Ltd Board meeting on 28 June 2022 The Minutes of the meeting held on 28 June 2022 were approved by those members present at the meeting and would be signed by the Chair as a true and accurate record of the meeting.</p>	
<p>4.</p>	<p>LEP Chair and CEO Report</p> <p><i>The Board noted the content of the report.</i></p> <p>Growth Hub MT highlighted some areas of the report and noted that Growth Hub funding had been reduced by 50% at a time when support for businesses was even more critical. RL said that there had been a cost-saving internal restructure which enabled more funding to go into direct delivery of the programme and less into the central administration.</p> <p>Business Boards and Marches Business Support Steering Group MT reiterated that the Shropshire Business Board had merged with the Shropshire Economic Task Force and explained the role of the Marches Business Support Steering Group (BSSG). MT commented that it seemed sensible to use the Group to continue to support LEP connections into businesses, working with the remaining business boards.</p> <p>There was some discussion regarding the proposal to widen the scope of the Business Support Steering Group to draw together Marches wide business information and be the main communication channel, in conjunction with the remaining business boards, for feeding information back to businesses.</p> <p>It was agreed that the Herefordshire and Telford Business Board Chairs, the Chair of MBSSG and RL would meet to discuss the proposal, the scope and membership of the MBSSG and any implication for LEP Board membership. An update and revised proposal would be presented at the next Board meeting.</p> <p>Employer Representative Body A discussion then took place regarding the emerging Employer Representative Body and how it would consult with businesses. The delivery plan proposal from Shropshire Chamber of Commerce, which includes how businesses would be</p>	<p>RL</p>

	<p>engaged and what sectors/themes were being put forward was due to be submitted to the Department for Education on 3 October 2022</p> <p>MB said that the Economic Task Force was providing intelligence into Shropshire Chamber and KK was due to meet with the Chamber next week.</p> <p>The LEP would request a draft copy of the proposal prior to submission. <i>Post Meeting note – the proposal was received from Shropshire Chamber of Commerce following the Board meeting on 27 September 2022 and feedback on its content sought.</i></p> <p>Scheme of Delegation MT explained the proposal that the Board increases the amount the Marches LEP CEO can approve on Shropshire Council’s finance system to £100k per month, for salaries only. FM asked why, when the Board had approved the salary budget, there was the need to change the scheme of delegation. JW explained that the finance system has two authorisation levels at £30k and £100k. The purchase order for the salary costs (which is circa £49k per month) has to be separated into smaller purchase orders each time, due to the current CEO approved delegation on the finance system being £30k. Approval of the proposal would allow streamlining of the current process.</p> <p><i>Following some discussion, the Board approved the increase in the amount the Marches LEP CEO can approve on the Council’s finance system to £100k per month, for salaries only within the agreed operating budget. (11 for: 1 against).</i> RL to action.</p>	<p>RL</p>
<p>5.</p>	<p>Report from the Performance Risk & Monitoring Committee meeting held on 25 August 2022 SR described the function of the PRMC and noted that there were comprehensive risk registers in place. Three project presentations were given at the last meeting and some robust discussions took place with project sponsors regarding progress made with delivery. SR thanked PRMC members and project sponsors for their collaborative working.</p> <p><i>The Board noted the outcomes of the PRMC meeting held on 25 August 2022.</i></p> <p>SR proposed that any new Marches LEP Board members should join the PRMC for a period of time.</p> <p><i>The Board approved the proposal that that new Marches LEP Board members would serve for a period of time on the PRMC (unanimous).</i></p>	
<p>6.</p>	<p>Hereford City Centre Improvements (HCCI) MT welcomed Sue White, Neil Batt and Mark Averill (joining online) from Herefordshire Council to the meeting to deliver a presentation on the HCCI project. The main points covered in the presentation were:</p> <ul style="list-style-type: none"> • The 16 elements of HCCI approved in the deed of variation in December 2021 • Green-roof cycle shelters in place • Market and Event infrastructure • CCTV – 2 phase installation • Installation of planters completed 	

	<ul style="list-style-type: none"> • High Town Minor Works central and commercial area completed and Widemarsh Street commencing early 2023 • St Owen’s Street – cycle scheme much larger than originally anticipated and improving safety for pedestrians • City Trees – RA would share environmental performance data with the Board as it became available and share details of the scheme with Shropshire Council. • Public art strategy commenced • Hostile Vehicle Mitigation – softer design measures to limit speed • City Greening – the number of sites had been refined • Façade grants – introduce a higher intervention rate if necessary and work with Hereford BID to support businesses. RA would contact KK to discuss similar measures being undertaken in Telford & Wrekin Council and the learning from this. • Cathedral and River Wye Quarter – creating a sense of place with less emphasis on vehicular access. • City Centre Masterplan (December 2022) would include the car parking issues in the city. <p>S White said that the re-profiling had been re-adjusted following the discussions at the PRMC meeting. Both MT and SR noted that the project should have been completed 17 months ago under the terms of the original bid programme. However, it was good to see the project now moving at pace.</p> <p>FM expressed concern that, when the City Centre Improvement Grant was applied for and awarded, there was insufficient detail given about the proposed expenditure. He had specifically checked with Nick Alamanos and was unable to see that many of the items now purchased were identified at the time. With the benefit of hindsight, he felt that the Board should have been better sighted on the planned expenditure and should learn this lesson for any future applications. As a result of this information shortfall, he asked to see a cost benefit analysis supporting the purchases proposed. In particular, he asked for this specific information on City Trees, Green Roof Cycle shelters and the ST Owens Street project. It was agreed by the Herefordshire Council representatives that this information would be made available.</p> <p>Herefordshire Council would liaise directly with FM regarding providing a cost-benefit analysis of the measures in the project for Herefordshire Business Board.</p> <p>It was confirmed that Herefordshire Council would bear any legal costs associated with the grant variation.</p> <p><i>The Board approved the revised proposals and spend profile for the HCCI project (unanimous).</i></p>	<p>RA</p> <p>RA</p> <p>RA/FM</p> <p>RL</p>
<p>7.</p>	<p>The Business Environment Network</p> <p>RL summarised the proposal to transfer The Business Environment Network (TBEN) from Shropshire Wildlife Trust to the LEP, including the potential limitations of the 2 options, but said that it was an interesting opportunity for the LEP.</p> <p>There was considerable discussion regarding the proposal with some members expressing concern that it would be a diversion of the limited resources currently available in the LEP. There was also some concern over whether the LEP should</p>	

	<p>operate a subscription model. Other members suggested that the area required a strong focus and believed that it was a good fit for the LEP priorities.</p> <p><i>Following further discussion, the Board did not approve the transfer of The Business Environment Network (TBEN) from Shropshire Wildlife Trust to the LEP.</i></p> <p>RL would share the information with LP and would follow up with Shropshire Council and Shropshire Wildlife Trust.</p>	<p>RL</p>
<p>8.</p>	<p>Department for International Trade – Key Account Management Programme 2022/23</p> <p>There were no questions on the paper.</p> <p><i>The Board noted the overall effectiveness of the revised KAM delivery model, introduced for the period 1 April 2022 to 30 September 2022.</i></p> <p><i>The Board approved the recommendation to continue this approach during the extension from 1 October 2022 to 31 March 2023.</i></p>	
	<p>Part B – Private Session</p>	
<p>9.</p>	<p>Marches LEP Energy Fund <i>CF and AG left the meeting at 5.03pm</i></p> <p>MT noted that there were potential conflicts of interest for Shropshire Council and Telford & Wrekin Council because they formed part of one of the bids for the Energy Fund. It was confirmed by LP and LC that they had not been party to the bids before they were submitted, MT reminded the LA members that they would be voting on the proposed beneficiaries as directors of Marches LEP.</p> <p>RL explained that the item was being presented as a Part B item in private session due to the commercial in confidence nature of the information in the business case applications. Following the decision by the Board the successful and unsuccessful applicants would be informed before any press release was issued.</p> <p>MT thanked GC, FM, WW and Gareth Williams, a member of the Marches Energy Group, who formed the assessment panel for their hard work. RL thanked TY for pulling together the summaries of the applications in a very short timeframe.</p> <p>FM added that the due diligence process had been extremely thorough, and a follow-up meeting had been held with one of the projects to clarify some queries from the panel.</p> <p><i>The Board approved the following projects for funding (unanimous):</i></p> <ul style="list-style-type: none"> • <i>Marches Network Monitoring</i> to support Community Decarbonisation - project to bring forward plans to install monitors at 250 sub stations which will help release energy capacity on to the network. • <i>Clean Growth Marches</i> - scheme to provide grant towards energy improvements to businesses in conjunction with energy audits, which will build on the success of the Business Efficiency Energy Efficiency Programme (BEEP). • <i>Herefordshire Low Carbon Technology Centre</i> - scheme to develop facility to deliver green skills training. 	

	<p>For Clean Growth Marches it was agreed that for any branding, it would be made clear that it was a Marches LEP area project and that any reference to the administration of it by Worcestershire Council would be minimal.</p> <p>MT confirmed that the Clean Growth Marches grant fund would be widely publicised for businesses to apply and TY said that a number of businesses identified at the Expression of Interest stage would be eligible to apply.</p> <p>RL said that the Marches Network Monitoring and Clean Growth Marches projects were scalable, so if demand was high and results positive, these projects could receive additional funding, subject to further Board approval. Alternatively, the LEP could go out for another, more specific call.</p> <p><i>The Board approved the proposal that the remaining funding was held back while the projects above were delivered, and progress and impact would be reviewed in due course (unanimous).</i></p>	<p>RL</p>
<p>10.</p>	<p>Any Other Business West Midlands Investment Zones</p> <p>MT asked LA (Cities and Local Growth Unit West Midlands) to brief the Board about the proposed Investment Zones mentioned in the recent Fiscal Statement by the new Chancellor. He informed the Board that early conversations had been had with some councils around the country where there may be interest in Investment Zones and apologised to the 3 councils in the Marches, where conversations had not yet taken place. He reassured the Board that the process for selection of investment zones had not yet commenced, and the next stage would be the expression of interest process, to start possibly later this week. Guidance had been published on the .gov website on 24 September 2022: https://www.gov.uk/government/publications/investment-zones-in-england/investment-zones-in-england</p> <p>Members expressed their concern to LA that it appeared that the Marches area councils had been excluded. There was huge frustration that the guidance gave the impression that rural/peri-urban areas were not going to be considered because they were not important.</p> <p>LA would take the concerns expressed back to BEIS.</p> <p>AMC outlined the success of Skylon Park, the Hereford Enterprise Zone, and invited LA to visit. RL highlighted that this would be an ideal location for future Ministerial visits.</p> <p>The 3 Marches council representatives and RL would have a follow-up conversation with LA to further discuss opportunities for investment, in light of the announcement.</p> <p>LA confirmed that for any potential “devolution deal” it would not be possible to work across country borders (so any formal work with Welsh counties); but that cross-border collaboration was still encouraged.</p> <p>LA said that it was hoped that there would be further clarity for LEPs very soon on funding and mandates.</p>	<p>LA</p> <p>RL</p>

Next Meeting: 29 November 2022 at Ludlow Assembly Rooms from 3.30pm to 5.30pm

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Meeting date:	29 November 2022					
Agenda Item:	4					
Item Subject:	Marches LEP Chair and Chief Executive Officer's Report					
For:	Discussion	X	Decision		Information	X

Purpose of the Paper: To provide Board Members with a brief overview of LEP's activities not reported elsewhere.

Summary of Recommendations: That Board Members note the content of the Report.

1. Executive Summary

The environment for Local Enterprise Partnerships (LEP) continues to evolve against a backdrop of lots of change within Central Government. Michael Gove is again the Minister for Levelling Up Housing and Communities (DLUHC) which is seen as positive for LEPs due to his vocal support of LEPs. He very recently gave a speech confirming his commitment to levelling up and devolution. The LEP Network is due to have a meeting with Dehenna Davison MP, Local Growth Minister in DLUHC on the 28th November which will be attended by Mandy Thorn. An update will be given at the meeting.

Devolution ambitions across the Marches are mixed. Work has been done led mainly by Shropshire Council to explore opportunities and areas of commonality. The LEP will continue to assist where it can and has arranged a further meeting with the Local Authorities for December. There are currently six devolution applications submitted to government with a further three expected by the end of March. How much funding comes with a deal is expected to decrease, but clarity from government is awaited.

While devolution options continue to be explored it is important that the LEP continues to deliver business as usual and looks to strengthen business engagement, one of the key roles that government expect from LEPs. We are looking at how we can improve links with businesses and how we can take a more pro-active approach with the Growth Hub delivery. We are also updating the Strategic Economic Plan and Energy strategy which are useful documents to help prioritise work for the LEP and for stakeholders.

Work in developing the Employer Representative Body (ERB) is continuing with the first board meeting held on the 22nd November; an update will be given at the LEP Board meeting. The LEP is supportive of the board and keen to make sure the work carried out by the Skills Advisory Panel (SAP) is not wasted and has decided that the SAP will continue and focus on areas not covered by the ERB such as mapping current skills provision, improving links with business support and to support the unemployed back into work.

On an operational level, the changes to the current team structure within the LEP are now complete. The new Head of Business Development and Delivery, Mark Schneider will start at the beginning of January. With the changes made we have been able to increase the amount of funding available to the Local Authority Growth Hub teams for direct business support.

2. Directors' Commitments

With two of the six West Midlands LEPs being wound up at the end of the financial year it has bought a focus on the liabilities of company directors. Greater Birmingham LEP wrote to the then Prime Minister, Liz Truss and the BEIS minister at the time, Jacob Rees-Mogg to highlight the potential risks to LEP directors. This is summarised in the following extract from the letter:

“LEP Board Directors are exposed to an ongoing personal risk, which will extend beyond their tenure on the Board and beyond the lifetime of the company. These personal risks include those that may arise from the liquidation, but which may not manifest in claims for several years. There will of course be no organisation in place to manage any challenges. Leaving the response purely with the (volunteer) directors.”

The LEP Network are continuing to follow this up as it is unacceptable for volunteer directors to bear any financial liability associated with the operation of LEPs. A copy of the letter is included at Appendix 1.

3. Governance

This year the Cities and Local Growth Unit have decided to only carry out mid-year review meetings with LEPs where issues have previously been identified. The Marches LEP does not fall into this category so instead has had a report written by the Area Lead with just one recommendation: to appoint an SME champion. The report is still in draft and will be shared in due course.

4. Transport

We have recently appointed Aecom as consultants, for an initial 6-month period to further the work of the Transport Officer Group and help develop business cases for pan-Marches schemes to help secure investment.

5. Finance

Funding for next year for the LEP and Growth Hub is yet to be confirmed. The need for clarity is understood by BEIS colleagues and we have been told to expect a decision before Christmas.

We continue to look at options to cut costs as well looking at options to increase income. An updated Cashflow forecast is included in Appendix 2.

6. PR & Marketing

The existing PR and marketing contract is due for renewal in March. We will have to start the procurement process no later than January but what we procure for will be dependent on funding announcements from Government. We do have the option to extend the existing contract for 12 months. It may be prudent to procure for services within a financial range rather than a fixed sum and for a 12-month period only given the current changing landscape.

The PR and Marketing update is included in Appendix 3. It shows that website visits were down and coverage across all our media was down but that is due to the heightened interest in the Energy Fund in August which has skewed the previous figures, coupled with the reduction in funding we currently have available.

We had a good meeting with the British Business Bank (BBB) and are looking at doing a range of joint promotional events across the Marches over the next 12 months to increase awareness of the funding available through the Midlands Engine Investment Fund alongside Growth Hub support. Businesses in the Marches are accessing the funding at a much lower rate than other West Midlands areas so it's important we work with BBB to raise awareness of the opportunities.

7. Business Support

7.1. Marches Growth Hub

The bi-annual report was submitted in early November. Despite the reduction in funding, we've been able to continue to engage with a high number of businesses which we hope to further improve by the allocation of additional funding to the local growth teams. In addition, the LEP is taking a more pro-active approach and is running an event aimed at intermediaries on the 1st December which is over-subscribed, and will look to replicate this in Herefordshire in the New Year.

It is clear that the Growth Hub service brand has become widely known over the last few years. As we move through the difficult economic times, it is more important than ever that we can continue to support businesses and raise awareness of the service to those businesses that have not previously engaged. We've seen from our website statistics that businesses are keen to access advice and funding to address energy costs. We have improved the Net Zero pages and will launch the Marches Energy Fund at the intermediary event which will provide grants to businesses to help them reduce their energy consumption. We need to look at other opportunities to support businesses in this respect as it's expected that there will be high demand for the funding. It should be noted that we are still waiting for confirmation from our Local Authority Partners of match funding to pay for the revenue costs associated with the project.

We will meet with the Growth Hubs teams in the new year to see what else we can do to supplement and enhance what the Growth Hubs teams do and make the most of the limited funding we have.

The LEP Network has written to Kevin Hollinrake MP who is expected to have responsibility for Growth Hubs, emphasising the importance of the Growth Hubs and the role the LEPs play.

8. Department for International Trade Key Account Management Programme

The funding agreement for an additional 6 months is in place with DIT and the SLA with Mountain Perspective Ltd (the Marches LEP's delivery partner) has been extended. A positive meeting was held with DIT, Mountain Perspective Ltd and representatives from the three local authorities on 7 November 2022. This sought to ensure effective joint working, agree communication channels, and clarify reporting.

Progress against targets reported to DIT at the end of October 2022 are:

	Target	Actuals to Date
No of companies account managed	30	30
No of projects identified	15	15
No of projects verified as won	5	0

The Marches LEP has reiterated the need for timely information from DIT on any future funding to allow effective planning and ensure that support to the business community is not disrupted.

9. Skills and Labour Market Support

9.1. Department for Education (DfE) funded Skills Advisory Panel (SAP) project

DfE funding has now been received and a contract awarded to Black Country Consortium for the provision of data and intelligence services to meet DfE requirements.

The HE Group, a subgroup of the SAP, met on 6 October 2022 to discuss issues within the sector including recruitment, feedback from the Research Excellence Framework and the impact of rising costs within the sector. Discussions were held around opportunities for potential collaboration/joint working.

SAP members received an update on 17 October 2022 from Shropshire Chamber of Commerce (appointed by DfE as the local Employer Representative Body (ERB)) on the development of the Local Skills Improvement Plan (LSIP) for the area. This is designed to put employers' needs more firmly at the heart of the skills system. SAP Chair, Graham Guest, has formally written to the ERB to reiterate the SAP's support in shaping the LSIP and encourage them to build on the work undertaken by SAP members in developing the Local Skills Report.

Kathryn Jones from the LEP team also attended a workshop on 31 October 2022 (involving partners from across the Marches and Mid Wales) organised by Shropshire Council. This considered potential skills initiatives that could be developed through joint working, potential devolution arrangements and/or a proposed Marches cross-border Growth Deal as outlined in the Conservative manifesto from 2019. Feedback from this has been shared with the ERB to ensure alignment of messaging around priorities.

9.2. Marches Careers Hub

Agreements with all three local authorities are now in place to confirm funding, resourcing, and project responsibilities for the contract term to August 2023.

During academic year 21/22, average achievement across all 8 Gatsby Benchmarks has risen from 3.68 to 5.38, exceeding the national CEC target of 5.00. This was enabled through the following Hub activities led by Marches Careers Hub Lead Andriané Usherwood-Brown:

- 55 of 62 institutions within the Hub being matched to an Enterprise Adviser
- A full programme of Community of Practice events launched across the academic year for Careers Leaders, Enterprise Advisers and to support Inclusion and Alternative Provision including:
 - 5 Enterprise Advisers Community of Practice events delivered
 - 8 Careers Leaders' Community of Practice events delivered
 - 3 Inclusion Community of Practice events delivered
- 28 volunteer Enterprise Advisers recruited through Marches-wide promotional campaigns
- 5 Cornerstone Employer Group meetings held and work completed to design and implement a student-facing employability skills project for delivery to school year groups 7 and 8.

To build on the success of last year, plans for this year are to:

- Recruit an additional 7 Enterprise Advisers so that every school/college is matched
- Provide a full programme of Community of Practice events for careers leads and enterprise advisers. Ensuring that they have the support and training required.
- 4 Cornerstone Employer Meetings: The focuses for this group are around: Creating opportunities in the workplace for SEND young people, SLT & Governor engagement.

The Careers Hub provide regular Community of Practice sessions for key stakeholders, to ensure that they kept up to date on legislation and protocols required to provide meaningful careers education to young people. As well as providing the opportunity for us to share, targets set by the DfE, as well as the support mechanisms that have been put in place by the Career’s Hub. Learning & Development is also facilitated through these sessions delivered by the careers and the national Careers and Enterprise teams. All sessions have the added benefit of providing the opportunity for our stakeholders to network with their peers across the Marches and share best practice.

It is great to see such a significant improvement to the Careers Hub service and thanks are extended to the whole of the Careers Hub team for their efforts.

Financial implications: None

Legal implications: None

Risks, opportunities, and impacts: None

Equality implications: None

Additional information/ attachments:

Appendix 1- Letter from Greater Birmingham and Solihull LEP to government (below).

Appendix 2- [Cashflow Forecast](#)

Appendix 3 – [PR Report](#)

Background papers/documents: None

Report Authors:

Mandy Thorn MBE DL, Marches LEP Chair

Rachel Laver, Marches LEP CEO



Appendix 1

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By Email Only: Elizabeth.truss.mp@parliament.uk & Jacob.reesmogg.mp@parliament.uk

Elizabeth Truss
Prime Minister
House of Commons
London
SW1A 0AA

Rt Hon Jacob Rees-Mogg MP
Secretary of State for BEIS
House of Commons
London
SW1A 0AA

7th October 2022

Dear Prime Minister & Secretary of State

We write to you as Directors of Greater Birmingham and Solihull Local Enterprise Partnership.

You will, I know, be well aware that like all Local Enterprise Partnerships, GBSLEP was required to be established as a separate legal entity. Accordingly, it was incorporated as a Company Limited by Guarantee in 2011, which was dormant until 2018, when a change in Government policy required GBSLEP Ltd to be activated and assets and liabilities to be transferred into the company from the Accountable Body.

We have of course been careful to comply with the National Assurance Framework which sets out clear requirements regarding the composition of the LEP Boards. Many of directors were nominated and appointed as representatives of our sectors, to provide local leadership and ensure sector engagement. Directors have joined the Board in good faith, giving of our time without remuneration and driven by our commitment to delivering sustainable inclusive economic growth in our local area.

We are now finding that a change in government policy requires us to integrate GBSLEP functions into the West Midlands Combined Authority. We respect the decision that has been taken, but it is one that leaves us with no choice but to commence winding down the company activities and to initiate the processes that will result in liquidation of the company.

The impacts of these policy changes and the related process highlights the incompatibility of the mandated Local Enterprise Partnerships' private business structures, with their 'quango-like' public role.

LEP Board Directors are exposed to an ongoing personal risk, which will extend beyond their tenure on the Board and beyond the lifetime of the company. These personal risks include those that may arise from the liquidation, but which may not manifest in claims for several years. There will of course be no organisation in place to manage any challenges. Leaving the response purely with the (volunteer) directors.

We would like to strongly suggest that your government recognises the particular status of the LEPs and puts in place measures to provide a similar level of protection as is offered to other public servants, such as the politicians and civil servants in national, regional, and local government, and indemnify us from personal risk, unless it is as a result of a proven misdemeanour in public office.

Yours sincerely

Anita Bhalla OBE (Interim GBSLEP Chair) on behalf of GBSLEP Board Directors, full membership noted below:- *Redacted*

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Meeting date:	29 th November 2022					
Agenda Item:	5					
Item Subject:	Report from the Performance Risk & Monitoring Committee meeting on 7 th November 2022					
For:	Discussion	X	Decision	X	Information	X

Purpose of the Paper: To report on the PRMC meeting on 7 November 2022 and highlight the main changes to the Corporate and Programme Risk Registers.

Summary of Recommendations:

Board members are asked to:

- **Note the outcomes of the last PRMC meeting**

1. Summary of PRMC meeting held on the 7 November 2022

The minutes of the meeting are available on the Marches LEP website and can be found [here](#) . Specific matters that we'd like to draw the Board's attention to are:

a. Risk Registers

The risk registers were reviewed. The highest risk continued to be future funding for the LEP. There is concern about progress with Oxon Link Road and we have also received a Freedom of Information request about the project progress. James Walton confirmed that he was happy that risks are being identified but expressed concern about how risks were being managed that were outside of the LEP control but felt the LEP was doing everything it could to manage risks around funding, such as reducing overheads.

b. Hereford City Centre Transport Update

The Committee was provided with an update on this project that was originally awarded funding in 2015. At the request of the Chair, it was agreed that we check the current delivery against the original approval and outputs and report back to the next meeting.

c. Pride Hill

Shropshire Council staff provided an update on the project and requested some minor changes to the contracted outputs of the project. These were approved on the basis that the original aims and objectives of the project would still be delivered, and the outputs changes still represent value for money.

d. Telford and Wrekin Project updates

Telford & Wrekin Council had requested a number of outputs changes to the Stronger Communities and Station Quarter projects. These were as a result of the costs escalations which has meant that the Council has had to look at securing funding from West Midlands Combined Authority and Homes England to plug the funding gap. The Funders require a share of the outputs in return for their investment and therefore it is proposed our outputs are reduced to enable the funding to be secured and to ensure there is no 'double counting'. Given that this is such a big change to the outputs it was felt that the proposal needed to be considered by the LEP Board. This is covered in a separate paper.

Financial implications: None

Legal implications: None

Risks, opportunities and impacts: The uncertainty surrounding the future of LEPs and funding continue to pose a significant risk for the Marches LEP staff, Board and its business partners.

Equality implications: None

Additional information/ attachments:

Appendix 1 - [Corporate Risk Register](#)

Appendix 2 - [Programme Risk Register](#)

Background papers/documents: None

Report Author: Rachel Laver, Marches LEP CEO

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Item 6

Marches LEP Draft Annual Report – link to electronic version of the report to follow

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Meeting date:	29 th November 2022				
Agenda Item:	7a Telford & Wrekin Council – Project Updates/Outputs				
Item Subject:	Projects Update & Outputs Claimed				
For:	Discussion		Decision	x	Information

Purpose of the Paper:

To provide the Marches LEP Board with an update on Telford & Wrekin Council's Stronger Communities and Get Building Fund projects and request formal changes to the outputs contracted between the LEP and Telford & Wrekin Council.

Summary of Recommendations:

- That Marches LEP Board note the progress and updates within the report.
- That Marches LEP Board approve the output changes detailed in the report.
- That the Marches LEP note that public and private match funding associated with the projects will continue to be captured and reported on moving forward to demonstrate value for money.

1.0 Project Progress Across Schemes supported by LEP Funding

1.1 Stronger Communities – Granville

This development of 329 homes continues on site at pace, delivering a diverse range of house types including supported and specialist accommodation across a range of tenures including affordable rent, rent to buy, private rent and open market sale. The delivery of a new extra care facility, with a focus on dementia care, alongside accessible and adaptable bungalows and houses will provide housing choice across generations as needs change over time. Progress of the scheme is summarised below;

WHG Affordable Tenures:

- First handovers scheduled - December 2022.

Nuplace Private Rent

- 52 plots piled.
- Anticipated 'Golden Brick' transfer - March 2023.

Lovell Open Market Sale

- Show Homes– launched - 7th September.
- 2 plots reserved as at 29th September.



Fig 1 – Granville site Oct 2022

1.2 Stronger Communities – Station Quarter

The Stronger Communities funding of £2.38m was used to support land acquisition in order to consolidate the Council's land ownership within the Station Quarter area of Telford Town Centre. As such this funding was instrumental in acquiring the sites to allow the delivery of this significant mixed use regeneration scheme. The scheme has now been submitted for planning and infrastructure works have commenced on site. Delivery partners are appointed and cost planning is ongoing with support from project management and cost consultants, Gleeds. Station Quarter is being delivered via a mix of funding streams including an element of profit share received by the Council under the Telford Land Deal. Profit share monies at Station Quarter will be used to support the commercial elements of phase 1 as detailed below.

Phase 1 of the scheme will see the delivery of a range of developments including;

- 190 no. dwellings comprising of a mixture of 1, 2 and 3 bed townhouses and apartments.
- 4,400sqm Education & Digital Skills Hub, incorporating teaching space for Telford College alongside serviced office accommodation / incubator space.
- 142 bed hotel to support the business and leisure economy
- 300sqm commercial unit with flexible retail, leisure and food drink uses
- Public realm Improvements to Ironmasters Way/Lawn Central including the removal of Lawn Central footbridge, and the introduction of an at-grade, pedestrian focussed crossing.

The residential component of the scheme will comprise of;

- 117 Nuplace dwellings for private rent
- 73 Legal & General Affordable Homes (L&GAH) dwellings for a mixture of affordable rent and shared ownership

The residential scheme has been designed to deliver a new housing product within Telford which complements the existing and well established suburban offer, seeking to provide diversity and choice but with a focus on attracting and retaining young professionals. The scheme will deliver;

- High density dwellings providing scale and mass
- High standards of design and materials with all dwellings in keeping with the developed Design Guide.
- All homes NDSS compliant with 23% M4(2) and M4(3) (wheelchair accessible standards)
- High sustainability standards with properties achieving 31% betterment in terms of carbon emissions – meeting and wherever possible exceeding new Part L Building Regulations.
- Parking standards well below planning policy guidance due to sustainable location:
 - 0.5 spaces per apartment
 - 1 space per town house
- 38% affordable homes to be delivered by L&GAH as part of the first phase

Programme:

- RIBA Stage 3 design: Complete.
- RIBA Stage 4 design: September 2022 to March 2023
- Planning application: November 2022 for planning committee March 2023
- Enabling Works: November 2022 – April 2023
- Main Works: April 2023 – Summer 2025



Fig 2 – Station Quarter Masterplan & Residential CGI Images of Proposal

1.3 Stronger Communities & Get Building Fund – New College

This mixed tenure, intergenerational housing led scheme secured detailed planning permission in Sept 2022. The scheme will deliver a mixture of house types and tenures, directly responding to housing need, alongside the delivery of a range of community facilities, as set out below;

- 22 Nuplace dwellings for private rent
- 76 WHG retirement dwellings – 66 flats /10 bungalows
- 28 YMCA dwellings for Care Leavers
- Sports Hall (Sport England requirement)
- Community Hall

The scheme delivers high standards of design and materials to reflect the Grade II status of the former Wellington Girls School (to be converted to YMCA units) whilst meeting the new Part L Building Regulation requirements. All units are NDSS compliant with 78% of all units M4(2) and M4(3).

Programme:

- Demolition & site clearance completed: August 2021
- Detailed planning consent secured: September 2022
- Enabling works: September 2022 – December 2022
- RIBA Stage 4: September 22 – February 2023
- Main Works: March 2023 – Summer 2025



Fig 3 New College Masterplan & Residential CGI Images of Proposal

1.4 Stronger Communities – Get Building Fund – Glebe Street

A detailed planning application for this scheme has now been submitted and includes:

- 67 WHG affordable dwellings to rent: Mix of 57 houses/apartments & 10 bungalows, supporting a range of household needs.

Programme:

- Site assembly: completed August 2022
- Planning application: July 2022 for planning committee Dec 2022
- Enabling Works: October 2022 – March 2023
- Main Works: June 2023 – Summer 2025

The scheme delivers high standard of design and material to reflect conservation area status whilst meeting the new part L requirements, all units are NDSS compliant with 28% of all units M4(2) specified. Site assembly was completed in August 2022 via a Compulsory Purchase Order and demolition is now moving forward to provide a new development platform for the main works package commencing June 2023



Fig 4 Glebe Street Masterplan

2.0 Funding Requirements

Alongside LEP Funding to enable the development, the following public sector funding is essential to be able to deliver the schemes described above:

2.1 Homes England Funding:

Across all Stronger Communities projects, Homes England (HE) funding is required to fund the viability gap arising from delivery of affordable rent tenures as summarised in the table below. In the case of Granville and New College the level of HE funding reflects the delivery of specialist and supported accommodation, which is a key component of these ground breaking, intergenerational housing schemes. Homes England are seeking to claim “housing outputs delivered” by way of an output linked to their grant funding.

Project	Affordable Unit Numbers	Delivery Partner	Grant Assumption (per dwelling)
Granville	186	WHG	£51k
New College	76	WHG	£70k*
Station Quarter	73	L&GAH	£48k
Glebe Street	67	WHG	£65k*
New College	28	YMCA	£62k

*Minimum Grant level required

Fig 5

WMCA funding is required to bridge a viability gap associated with the delivery of dwellings in Station Quarter. This viability gap has become evident as detailed design has progressed and particularly in the context of worsening market conditions as set out in Section 3 below.

Project	Affordable Unit Numbers	Delivery Partner	Grant Assumption (per dwelling)
Station Quarter	117	Nuplace	£20k
Station Quarter	73	L&GAH	£20k

Fig 6

In order to draw down this investment for Station Quarter in relation to the Nuplace dwellings, WMCA are seeking to secure “117 housing units delivered” to support their funding allocation. In relation to the 73 L&GAH affordable homes, WMCA are seeking to claim “73 housing units unlocked” and HE are seeking to claim “73 housing units delivered”.

To enable this, LEP outputs have been adjusted accordingly to reflect output requirements of both HE and WMCA to avoid any double counting.

2.3 Funding Summary

The total funding requirements and sources of funding for the schemes are shown below:

Development	No. Dwellings	Total Development Cost	LEP Grant (SC & GBF)	WMCA	HE
Station Quarter	190	41,052,335	3,685,950 (SC)		
Legal & General Affordable Homes	73	16,177,262		1,460,000	3,496,798
Nuplace	117	24,875,073		2,340,000	
Donnington Wood Way	329	63,141,761	3,300,000 (SC)		
Nuplace	66	16,971,024			
Lovell	77	12,270,657			
WHG					
General Needs	90	15,406,016			3,780,000
Extracare	76	15,005,700			4,560,000
Retirement Living	20	3,488,363			1,200,000
New College	126	24,746,226	700,000 (SC) 880,000 GBF		
Jessups	28	2,895,989			1,730,400
New College - WHG	76	16,000,000			5,320,000
New College - Nuplace	22	4,350,237			
Sports Hall/Community Centre - TWC	300m2 GIA	1,500,000			
Glebe St	67	14,700,000	1,300,000 (GBF)		
Glebe St	67	14,700,000			4,355,000
TOTAL	712	143,640,322	9,865,950	3,800,000	23,162,198

Fig 7

3.0 Financial Changes

Since the award of funding through Stronger Communities and Get Building Fund, all the schemes as described above in the project update have evolved from initial high level masterplans to detailed schemes which are now at RIBA Stage 3 as a minimum. This design development takes account of feedback from the LPA and Building control on design, policy requirements and S106 contributions including:

- Compliance with and in some cases exceedance of Part L (low carbon)
- Compliance with Part S - provision of EV charging
- Compliance with Nationally Described Space Standards
- Compliance with Homes for All Supplementary Planning Document – provision of accessible and adaptable homes.

In addition the cost plans, developed with our appointed contractors and scrutinised by appointed cost consultants, reflect detailed construction programmes and all inflation increases seen to date and those projected to the midpoint of the construction.

Since the award of the LEP funding we have seen a range of additional and significant cost pressures resulting from both the market and regulation changes including:

Market volatility impacting on:

- Availability of materials causing programme delays and cost increases
- Cost uncertainty and volatility of material prices, exacerbated by high energy prices
- Risk and contingency levels applied by contractors are far exceeding those anticipated and included in budget estimates

Planning and Building Regulation stipulations and changes:

- New Part L – resulting in increased capital cost to achieve stipulated carbon reductions
- Adopted planning policy – requirement to incorporate M4(2) and M4(3) dwellings increased size of dwellings
- Grade II Listing of former girls school at New College and extension to the conservation area at Glebe St resulting in enhanced design/delivery costs

The result of the above is that the average cost per dwelling has increased significantly from that projected at the point at which funding submissions were made to the LEP. An illustration of this cost increase is made in the table below, in relation to the Station Quarter scheme. Whilst costs continue to be challenged and value engineering opportunities explored, given the policy and planning requirements, set out above, alongside the desire to ensure these schemes are of a standard befitting of their location, it is not anticipated that these actions will reduce costs further and in the best case will only limit further cost escalation given continued market volatility.

LEP Stronger Communities	Mar-20	£151.5k
TIF Submission	May-21	£159.9k
Current Position	Oct-22	£209.9k

Fig 8 – Average cost per residential unit across the Station Quarter scheme, over time (TIF submission relates to Towns Investment Fund submission).

4.0 Marches LEP Outputs

To respond to and alleviate the financial pressures described above, as well as secure delivery of the mixed tenure, inter-generational schemes as envisaged on these sites, it is essential that the schemes can access funding from both Homes England and WMCA. In order to do this we require a change in the outputs contracted to the LEP and to Central Government to avoid duplication in the claiming of outputs.

Set out below are the existing agreed outputs for each programme to be claimed by the LEP and our proposed revised output position, for which we are now seeking approval. Whilst the overall schemes have not changed, we are seeking to re-allocate outputs between funding bodies to secure the additional investment needed:

Funding Stream: Stronger Communities								
Projects: Granville, New College & Station Quarter								
Outputs	Granville		New College		Station Quarter		Original Total	Revised Total
	Orig.	Rev.	Orig.	Rev.	Orig.	Rev.		
Housing Units Delivered	320	143	80	4	95 + 46	0	495 +46	147
Housing Units Unlocked	0	186	0	76	0	217	0	479
Jobs Created	0	0	0	0	60	49	60	49
Acres of employment land unlocked	0	0	0	0	3	2	3	2

Fig. 9: Existing and proposed LEP Outputs - Stronger Communities

Funding Stream: Stronger Communities – Get Building Fund						
Projects: New College & Glebe Street						
Outputs	New College		Glebe Street		Original Total	Revised Total
	Orig.	Rev.	Orig.	Rev.		
Housing units delivered	43	18	67	0	110	18
Housing Units Unlocked	0	28	0	67	0	95
3 acres brownfield development land unlocked	3	3	0	0	3	3
Delivery of new mini football pitch – 2623m2	2623	300m2*	0	0	2623m2	300m2
Delivery of new footpaths – 375 linear metres	0	0	375	0	375	0
Additional construction jobs	0	20	40	20	40	40

Fig. 10: Existing & proposed LEP Outputs - GBF

*now “community sport facility delivered”

Financial implications:

As described within the main body of the report, the delivery of LEP projects is predicated on being able to reallocate outputs between funding bodies including the LEP, HE and WMCA in order to support grant requests which are fundamental to project delivery given the financial pressures currently seen due to both market conditions and regulation changes.

Legal implications:

Any variation to the contracts agreed will need to be reflected in the project contracts. Telford Council will be required to meet any legal costs arising from the varying of the contracts.

Risks, opportunities and impacts:

All projects falling within the grant funding agreements have been de-risked through the planning process either by grant of full planning consent or following extensive pre- planning consultation. As set out in the main body of the report, whilst early contractor involvement has supported value engineering, given the current financial pressures seen, if agreement is not given to the amendment in outputs then the projects cannot go forward. The impact for non-delivery will be different for each project but in the case of New College and Glebe Street, LEP grant funding has been used to facilitate site assembly and demolition works in two areas of deprivation. These sites will not progress without the additional financial support via public intervention due to site constraints and incurred expenditure will be at risk of clawback as outputs in their current form cannot be met. For the Granville project there is a similar risk in that the funding secured will be clawed back when outputs are claimed. For Station Quarter, LEP funding was used to facilitate land assembly, with further grant funding now being required to support viability issues arising from tenure and cost increase now housing mix is known and design progressed.

The financial pressures are not unique to these projects or the geography of Telford therefore this request is appropriate and ensures the full impact of these schemes can still be delivery. Should the amendments to the outputs be agreed then the projects can proceed within the LEP timeframes for delivery.

Equality implications:

The projects as described in the project update include a range of affordable and accessible homes to meet the requirements of a wide diverse cohort of residents at all stages of their lives. In addition the projects all see the redevelopment of brownfield sites which will/are transforming neighbourhoods.

These development opportunities address the following Public Sector Equality Duty aims via:
 The elimination of discrimination – the new homes will include affordable provision, and will be highly accessible by public transport and close to some of the borough’s most diverse areas, in terms of ethnicity and nationality. It is anticipated that the demographic profile of those benefiting from the new homes will reflect the diverse population of the Council’s area covering all protected characteristics;
 Promotion of equality of opportunity – the housing opportunities which will expand opportunities and outcomes available locally;
 Fostering good relations between different groups of people – by providing pleasant and walkable residential neighbourhoods, reducing dependence on the private car, easy access to Wellington, Donnington and Telford town centre, people from all backgrounds will be encouraged to use the public realm spaces, providing more opportunities to mix and participate together in community life.

Additional information:

Report Author:

James Dunn – Director: Prosperity & Investment – Telford & Wrekin Council

Background papers/documents:

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Meeting date:	29 November 2022				
Agenda Item:	7b Telford Land Deal				
Item Subject:	Annual Update – 2021/2022				
For:	Discussion		Decision		Information x

Purpose of the Paper:

The purpose of the report is to set out the achievements of the Telford Land Deal which, with support from the Councils Growth Fund and the Marches LEP, is delivering new and higher skilled jobs, creating growth and security in the local supply chain alongside new homes.

Summary of Recommendations:

That Board notes the outcomes achieved during the 2021/2022 financial year and overall since the Land Deal commenced in 2015.

Main points

Background

The Council entered into a unique 10 year Land Deal with Homes England (HE) (formerly known as Homes & Communities Agency) which took effect from April 2015. This sees £44.5m of land receipts from the sale of agreed HE land assets in Telford recycled back into the local area, supporting the delivery of new homes, jobs and commercial floor space over the life of the Deal. The Council has to date, recycled circa £21.9m back into the local area through upfront investment.

Now seven years in, the Land Deal has continued its success. The unique model allows the disposal of public land (former new town assets set aside for development) through upfront investment into site preparation and marketing of sites. Underpinned by the Council's Enterprise Telford investment offer through its Growth Fund, it has delivered an acceleration in commercial and residential sites sold and raised land values.

Under the Land Deal, the Council has taken ownership of all residual non developable land from Homes England. This has provided the additional opportunity to substantially enhance and grow the Borough's provision of Green Network and Local Nature Reserves alongside providing support to the Great Crested Newt District Licencing Scheme and carbon offsetting.

Summary of main proposals

Summary of Outputs for 2021/2022

Outputs	Since start of Land Deal	Year 2021/2022
Gross sales income	£41.9m	£1.6m
Profit Share to Council	£6.22m	£0.091m
Profit Share to LEP	£0.75m	£0.016m
Profit Share to HE	£1.23m	£0.018m
Jobs	1926	200
Commercial floor space	143,988m ² (1,549,873sqft)	13,109m ² (141,104sqft)
Housing units	1284	343
Brownfield land developed	34.6 ha (85.6 acres)	15.2 ha (37.7 acres)
Private Sector Investment	£323.5m	£31.9m

During the financial year 2021/2022, the Telford Land Deal has delivered the sale of a further 1 commercial site and 3 residential sites. This has achieved a gross sales income of £1.6 million. These sales will support the delivery of new employment floor space (EFS) of 13,109m² (141,104sqft), anticipated job numbers of c.200 and 343 new homes.

During the last seven years, the Deal has cumulatively delivered the sale of a total of 29 commercial sites and 23 sites for residential development, achieving a gross sales income of £41.9 million. The sites have enabled the delivery of EFS of 143,988m² (1,549,873sqft), 1284 new homes and supported commercial premises delivering 1926 new jobs, many in engineering and manufacturing adding skilled job opportunities for the Borough's communities.

The financial successes of the Land Deal have meant that a cumulative profit of £8.2m has been achieved by the Land Deal partners up to 31 March 2022. The Council's proportion of this cumulative profit share is £6.97m, (£4.23m after £2m agreed set aside for constrained/liability sites after a £0.75m distribution to the Marches LEP.)

The Council is reinvesting £3.1m of its profit share alongside its Growth Fund to support the delivery of 24 units at Hortonwood being developed by the Council. The profit share is helping in the viability of the scheme the Council will bring forward; schemes such as these are rarely brought forward by the private sector due to the cost of the development. The scheme however is critical in supporting the growth of small businesses and addressing the gap in available stock within Telford.

The Council is also reinvesting £1.4m of its profit share to develop 3 employment units totalling 2,787m² (30,000sqft) at Ni.PARK, assisting the viability of the scheme. Mobilisation and construction of these units is due to start November 2022

Reinvestment of up to £14m of the Council's profit share has also been approved for future investment alongside the Towns Fund Grant to support development proposals at Station Quarter and Oakengates. Profit share monies will be used to viability gap fund the delivery of the infrastructure, enabling and commercial elements of the proposals

Investment of Council's Profit Share to date:

Address	Investment	Purpose
Plot 2 Hortonwood West	£1.0m	Viability gap funding to support delivery of 15 small business starter units
Identified 'constrained sites' within the Land Deal	£1.0m	Remediation and stabilisation works across named sites identified for investment in the overarching Land Deal in lieu of HE investment
Phase 1 NiPark	£0.5m	Viability gap funding to support delivery of 24 units for agri –tech/enterprise use
Phase 2 NiPark	£1.4m	Viability gap funding to support delivery of 3 x 10,000sq.ft units.
Plot 12 Hortonwood West	£3.1m	Viability gap funding to support delivery of 24 starter/business units
Oakengates & Station Quarter	Up to £14m	viability gap fund the delivery of the infrastructure, enabling and commercial elements of the proposals

During the first quarter 2022/23 (April to June), 1 commercial site sale has completed achieving a gross sale income to date of £0.39m. A further 5 commercial sites and 1 residential site are currently being negotiated and anticipated to achieve an additional gross sales income of £21m in 2022/23. These will deliver in total, additional EFS of 59,192m² (637,137sqft) and anticipated job numbers of c.442 and 299 new homes.

The Deal alongside the Council's Enterprise Telford business pledge and the Council's ability to provide land, build and lease bespoke properties and offer a full turnkey solution funded through its Growth Fund continues to drive a high number of investment enquiries. There continues to be a significant increase in indigenous companies requiring new premises to expand and wishing to remain in Telford such as the CEL Group who have recently moved into the new premises built at Plot 1 Hortonwood West and Eden Horticulture Ltd who are looking to expand and build their own premises building on their success over the last 3 years where they have grown from a company with 23 employees to a projected 40 by the end of the calendar year.

The delivery of Ni Park – the new employment park to the south of Newport, has been identified as one of only 3 national High Potential Opportunity plots by DiT – the only one in agri-tech. The first phase development of 24 units, which is now completed

was supported by funding through the Growth Fund and Land Deal profit share with 14 out of the 24 now let. In addition, planning permission has been obtained by the Council for the development of 2,787m² (30,000sqft) of employment space as a second phase. One development plot is under offer and the remainder is available for turnkey solutions to address occupier's requirements. Delivered in association with Harper Adams University with funding support from the Marches LEP for the wider infrastructure works, the park has the capacity to provide up to 38,000m² (409,028sqft) of EFS.

T54 continues to thrive with job numbers increasing within the businesses located there and as well as Magna Cosma being the largest foreign direct investment in engineering in the UK in the last 10 years there have been other investments each securing jobs for the borough. Construction work started late in 2021 for the Torus expansion, a third building to add to their growing successful business. Plot 7, the last remaining plot at T54 was recently marketed and received a number of healthy bids.

Hortonwood West, the Council's newest business park has been very successful with all plots now sold and either completed, under construction or due to start construction in the coming months. The largest speculative build at 6553m² (70,535sqft) in Telford is also now completed at Plot 7, known as Ore 70, and illustrates developer's confidence in the Telford market. The building is now let to a large global parcel distribution company, UPS. Plot 1 is now let to the CEL Group and Plot 8, which is the last plot to be constructed, is anticipated to start on site late 2022/2023. The Council's own development of 15 small start-up business units which utilised Land Deal profit share and the Council's own Growth Fund, is fully let with regular enquiries received and a waiting list. Since the start of the Land Deal 7 years ago, this new 55 acre industrial park has succeeded in providing much needed employment land and floor space enabling 339 jobs and delivered 34,852m² (375,143sqft) of Employment Floor Space.

The residential market in Telford over the last 7 years of the Land Deal has been buoyant and has seen significant new interest from new developers and Registered Providers all keen to gain a foothold in the Telford residential market. 2021/22 saw the marketing of The Hem, one of the largest sites within the Land Deal with an allocation for residential development bringing forward 299 homes. The marketing strategy included for the preferred developer to partner up with not only a Registered Provider in terms of affordable housing, but also an SME house builder for a portion of the site, thereby diversifying the market. Initial expressions of interest brought forward a significant number of interested developers with the final tender bids being submitted in December 2021. The level and quality of bids was good with no apparent impact in the market from Covid-19. Contracts were exchanged subject to planning in March 2022.

Other sites such as Newcomen Way, Majestic Way and Old Park have progressed well and are either completed or on programme and are notable successes for the Land Deal's first 7 years.

Nuplace Ltd, the Council's wholly owned housing company has also recently invested into another Land Deal site having obtained planning consent at Donnington and started on site in conjunction with Lovells and Wrekin Housing Group with a scheme of 329 units comprising of private rented sector specialist accommodation, affordable, open market sale and a Care Village. The Council secured £3.3m of funding from the Marches Local Enterprise Partnership to deliver enabling works to support delivery of this sustainable development with properties having PV panels and EV charging points. Nuplace also completed their scheme at a site adjacent to the new Charlton School in April 21.

The Land Deal has allowed the upfront work to de-risk challenging residential sites by obtaining planning consents, undertaking necessary infrastructure works and ecological works making them more attractive to the market.



The financial year 2021/22 saw the successful disposal of 3 residential sites, including the Hem, together with a number of smaller single plots which will deliver 343 new homes in total.

During the last 7 years the Land Deal has driven significant local employment opportunities both in construction and long term jobs with an increase in higher skilled jobs and new apprenticeships, the number of jobs enabled through the Deal to date is 1926

The Council continues to monitor jobs safeguarded and created and to work proactively with businesses to provide assistance with training, apprenticeships and recruitment. For example the Council has provided advice on the upskilling fund, promoted apprenticeships, discussed recruitment support and the Quality of Life offer to the companies occupying the Land Deal sites. They have also provided support on the Wheels for Work pilot to support employees in their transport challenges in getting to work.

Under the Land Deal, the Council has taken ownership of all residual non developable land from Homes England. This provides the additional opportunity to enhance and grow the Borough's provision of Green Network and Local Nature Reserves as well as providing opportunities for carbon offsetting aligning with the Council's commitment to zero carbon.

Specific examples of disposals and investments delivered through the Land Deal in 2021/2022 include:

<p>The Hem, Nedge</p>	<p>Circa 40.47 ha (100 acre) residential development site with outline planning consent for 350 homes.</p> <p>Contracts exchanged subject to planning.</p> <p>Start on site expected early Summer 2023.</p>	
<p>Pool Hill Road, Site D</p>	<p>Circa 2.83 ha (7 acre) site sold to Central and Country for 36 homes.</p> <p>Joint disposal between the Council and Homes England.</p> <p>Start on site expected Jan/Feb 2023.</p>	

Plot 11B
Hortonwood

Completed:
A new headquarters for Portion Solutions Ltd of 11,482 m² (123,592 sq.ft) of floor space.



Financial implications:

The original Homes England Land Deal funding model set out the following in terms of the allocation of the Profit Share generated through the Land Deal:

Profit Share Homes England	15%
Profit Share TWC	85%
Within 85% TWC Profit Share	First £2m earmarked for constrained /liability sites 15% to the Marches LEP

Since the start of the Land Deal, Telford & Wrekin Council has facilitated spend of approximately £21.9m in bringing forward sites for development. Over the first 7 years of the deal (until end of 2021/22) the total Profit Share delivered was £8.2m (after reimbursement of the costs incurred). The Telford and Wrekin gross share of which was £6.97m, £4.23m after the £2m set aside for constrained/liability sites, and £0.75m distribution to the Marches LEP. The Land Deal Board has final authority to determine investment of both the TWC and Marches LEP Profit Share into development proposals within the borough.

The accompanying Investment and Disposal plan is continually reviewed with agreement of the Land Deal Board and work will be undertaken to keep updating the 10 year projections to take into account the agreed changes.

Legal implications:

The Council has the power to carry out the activity referred to in this report, obtained through a number of pieces of legislation, particularly the general power of competence under the Localism Act 2011. Legal Services will continue to provide advice and support in connection with the Land Deal as necessary.

There are no legal implications for the Marches LEP.

Risks, opportunities and impacts:

The use of uplift monies provides the opportunity for investment to support further growth initiatives, including investments into strategic infrastructure and supporting developments. The Land Deal is based on the devolution to the local area (Telford & Wrekin Borough), of both risk and reward. Homes England receive the 2015 book values for all sites sold before net receipts are shared. On the majority of sites the actual land receipt achieved will be higher than the Homes England book value due to investment into infrastructure etc. and the added value created through obtaining necessary planning permission.

A further risk is the failure to dispose of the sites in accordance with the anticipated values or phasing of delivery to market after the Council has incurred significant capital expenditure. This could for example arise should local or national economic factors impact on the demand for developable land. This risk is mitigated by close scrutiny of the investments being proposed, the market and the role of the Land Deal Board (where the Council is represented by the Cabinet Member for Neighbourhood Services, Regeneration & the High Street agreeing to each land disposal. The Land Deal Agreement also allows for early termination in the event that major economic shocks impacting in delivery arise.

The Land Deal is supported by a risk register and regularly updated milestones which also link into Homes England's project management land disposal processes. The monitoring of land disposals and any changes to milestones dates are reported to the bi-weekly project team and to the Land Deal Board on a quarterly basis.

The investment delivered through the Telford Land Deal has a positive impact across the Borough, helping to delivery new infrastructure, deliver new jobs and new homes, support businesses to grow and new investment which will support action to reduce unemployment, increase economic independence and address social inequality.

Equality implications:

The impact of the Land Deal will benefit people with a range of protected characteristics (specific aspects of a person's identify defined by the Equality Act 2010).

The Land Deal advances equality of opportunity, by accelerating the delivery of good quality housing, increasing the choice of housing available locally and delivering a percentage of affordable homes, supporting existing and new businesses, accommodating new jobs and economic independence.

Additional information:

Details of the achievements for 2021/2022 are included in the annual Status Report produced under the Land Deal for the Department for Levelling Up, Housing and Communities (DLUHC) (Appendix 1) which can be found [here](#)

Report Author:

James Dunn – Director: Prosperity & Investment – Telford & Wrekin Council

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Item 8

Marches LEP Finance (Presentation)

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Meeting date:	29 November 2022				
Agenda Item:	9				
Item Subject:	Update of the Marches Strategic Economic Plan				
For:	Discussion	X	Decision		Information

Purpose of the Paper:

To brief the Marches LEP Board on the development of an updated Marches Strategic Economic Plan (SEP), outline its purpose, the proposed timescales and seek input from Board members.

Summary of Recommendations:

That Marches LEP Board members:

- note the content of the report
- contribute to the review of the Marches Vision statement, identify core strategies to be aligned to the new SEP and priorities to be included within the SEP's updated evidence base (through discussion at the Board meeting).

Main points

Background

The Marches LEP finalised a new SEP in 2019 following an extensive programme of stakeholder engagement and consultation during the last six months of 2018. This resulted in an updated evidence base which was used to assist the LEP and wider partners in identifying shared opportunities for economic growth. The 2019 SEP and its supporting evidence base are found at the following links [The Marches LEP Strategic Economic Plan 2019](#) and [The Marches SEP Evidence Base](#).

The SEP was publicly launched at a House of Commons event attended by government officials, local MPs, and LEP Board members. It has been used to shape the development of [The Marches Local Industrial Strategy](#) (LIS), to influence projects funded under the Getting Building Fund allocation awarded to the Marches LEP and the recent energy projects call. It has also supported our wider network of partners to developing evidence-led approaches to seeking external funding.

The SEP will be updated by the end of March 2023 in order to:

- articulate updated ambitions for the Marches region and the commitment of different partners to achieving these
- align to emerging government policy on the devolution agenda
- define the Marches LEP's work programme, delivery plan and underpin the development of its External Funding Strategy
- reflect the most recent local strategies developed by the LEP partners and sub-groups, including local authority economic plans, strategies developed by the Energy Steering Group, the Transport Officers' Group, the Marches Business Support Steering Group, the Skills Advisory Panel etc. and the outcome of LEP funded work including a land use study
- shape communication with external stakeholders including MPs, government departments, neighbouring local authorities (including those in Mid-Wales) and public, private and third sector partners.

The Marches LEP Board members are invited to contribute to the review of the Marches Vision statement, identify core strategies to be aligned to the new SEP and strategic priorities to be included within the SEP and its updated evidence base (through discussion at the Board meeting).

Time scale

An outline project plan is attached.

Financial implications:

An allocation of £5k from the Marches LEP Core budget has been ringfenced to support data collection work and the updating of the SEP evidence base. Key employment and labour market indicators will be updated using SAP funding awarded from Department for Education and will be included within the SEP evidence base – this work has already been commissioned.

Legal implications:

None

Risks, opportunities and impacts:

Having an updated SEP will highlight Marches-wide economic challenges and opportunities. This will enable the Marches LEP to make a case to government for investment which supports inclusive growth, based on a well evidenced assessment of local priorities and opportunities.

The updated evidence base will be made available on the Marches LEP website as a resource for partners to use to underpin funding bids.

Equality implications:

It will provide an evidence base to attract funding to support inclusive economic growth across the Marches area.

Additional information:

Report Author:

Kathryn Jones, Head of Partnerships & Strategy, Marches LEP

kathryn.jones@marcheslep.org.uk

Background papers/documents:

Project plan

1. Workstream 1 – Update of underpinning evidence: September 2022 – end January 2023

- Reviewing the existing evidence base, agree any new evidence needed and identify the techniques and resource required to complete this.
- Contracted resource identified through open tender.
- Initial data and evidence review completed to develop work plan
- Board input – oversight of key data set, identification of additional/alternative/emerging evidence for integration and inclusion.
- Finalise evidence pack.
- The output of this work will be a report/electronic presentation summarising a Marches-wide evidence base:
 - to underpin the update of the Marches Strategic Economic Plan
 - to be available to all partners and stakeholders to support investment propositions.

2. Workstream 2 – Update of Marches Strategic Economic Plan: November 2022 – March 2023

- Initial review and LEP Board input to determine currency and relevance of vision, purpose and priorities of the SEP
- Review and alignment to other key strategies including local authority economic plans, transport strategy, energy strategy, local skills report, emerging local skills improvement plans etc.
- Review by Board of draft at January 2023 meeting for feedback and updates for next iteration.
- SEP to be formally approved by Board at March 2023 meeting.
- Final design and production of document/web-based resources.
- Launch of new SEP to be planned – April 2023 onward
- The output of this work will be a first and then a final draft of the SEP, launched to highlight the strategic challenges and opportunities of the Marches LEP area.

Project Tasks / Milestones		Schedule																																				
		05/09/2022	12/09/2022	19/09/2022	26/09/2022	03/10/2022	10/10/2022	17/10/2022	24/10/2022	31/10/2022	07/11/2022	14/11/2022	21/11/2022	28/11/2022	05/12/2022	12/12/2022	19/12/2022	26/12/2022	02/01/2023	09/01/2023	16/01/2023	23/01/2023	30/01/2023	06/02/2023	13/02/2023	20/02/2023	27/02/2023	06/03/2023	13/03/2023	20/03/2023	27/03/2023	03/04/2023	10/04/2023					
Workstream 1 – Update of	Reviewing existing evidence base, agree data/evidence needed & resource required		■	■									■																									
	Tender for data support				■	■	■																															
	Initial data and evidence review					■	■																															
	Board input													■																								
	Finalise evidence pack																■																					
Workstream 2 - Update of Marches Strategic	Initial LEP Board input - vision, purpose & priorities												■																									
	Review and align with other key strategies.								■	■	■	■	■	■	■	■	■	■	■	■	■	■																
	Review by Board - feedback and updates required																					■																
	Updates for final draft																						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
	Formal approval by Board																																	■				
	Design, production and publication																																		■	■		
	Launch to be planned																																				■	

Vision

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

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Meeting date:	29 th November 2022				
Agenda Item:	10				
Item Subject:	Business Board/Marches Business Support Steering Group Changes				
For:	Discussion	x	Decision	x	Information

Purpose of the Paper:

To seek approval from the Board to change the scope and membership of the Marches Business Support Steering Group.

Summary of Recommendations:

That the content of the report is noted and that the recommendations to reshape the Marches Business Support Steering Group as set out below are approved and that the Chair is offered a seat on the Marches LEP Board.

Main points

Until September 2022 there were three business boards representing the three local authority areas of the Marches. The Shropshire Business Board has been wound up and integrated into the Shropshire Economic Taskforce. While the business voice will be represented within that group it is important that the LEP continues to be a conduit for information from and to businesses.

The Marches Business Support Steering Group (MBSSG) has been operating for a number of years but has been quite focussed on the Growth Hub performance and reflective rather than forward looking. It has a good range of organisations represented on the group including the Herefordshire and Telford Business Board Chairs.

We would like to refresh the steering group so that we can make sure we don't lose the Shropshire business voice and improve business engagement, looking to:

- Increase Gross Value Added (GVA)
- Support innovation
- Understand key business issues
- Further improve marketing and messaging to businesses

We propose to do this by:

- Appointing two additional members to the group, representing intermediaries such as banks and business advisors. By focussing on intermediaries, we will be able to get the messages about business support to more businesses but equally through the intermediaries hear about the challenges facing their businesses.
- Appoint a Higher Education representative to the group
- Shaping new initiatives that help address business needs
- Asking businesses that have received support to present to the steering group.
- Raise the profile of the Chair, Dave Courteen further to speak about business support.

Previously the Shropshire Business Board Chair had a seat on the LEP Board.

Recommendation: As this business board no longer exists, we recommend that the Chair of MBSSG (Dave Courteen) has a seat on the LEP Board.

Financial implications:

There will be a cost associated with increased marketing which will need to be found from either the Growth Hub budget or LEP core funding. There is some funding available within this year's Growth Budget for further marketing.

Legal implications: Paperwork will need completing and filing with Companies House for the new LEP director if approved.

Risks, opportunities, and impacts:

It is important that the LEP is engaged with Shropshire Businesses, so that we can provide feedback to government on their issues to help influence policies and initiatives.

The opportunity is to further enhance the work of the Growth Hub and LEP, increasing the number of businesses accessing support from the Growth Hub and helping businesses across the Marches to innovate and grow.

Equality implications: n/a

Additional information:

Appendix 1 – Marches Business Support Steering Group Terms of Reference

Report Author:

Rachel Laver CEO

Background papers/documents:

End