

<b>MARCHES LEP PERFORMANCE RISK &amp; MONITORING COMMITTEE (PRMC) MEETING</b>	
15 December 2022	2.00 – 3.30
Virtual Meeting	

<b>ATTENDANCE LIST</b>		
<b>Chair</b>	Sonia Roberts	Deputy Chair of the MLEP Board
<b>Vice Chair</b>	Sara Williams	Board Member
	Frank Myers	Board Member
	Alex Green	Board Member
	Clare Fenton	Board Member
<b>Supporting Officers</b>	James Walton	Section 151 Officer, Shropshire Council
	Andrew Lovegrove	Section 151 Officer, Herefordshire Council
	Ken Clarke	Section 151 Officer, Telford & Wrekin Council
	Rachael Hart	Deputy Section 151 Officer, Herefordshire Council
	Karen Morris	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 Business Development & Delivery
	Kathryn Jones	Marches LEP Head of Partnerships & Strategy
	Jo Grivell	Marches LEP Office Administrator
	Glenn Barrowman	Marches LEP Project Officer
	Alex Collins	Deputy Area Lead, Cities & Local Growth Unit
<b>Guest Speakers</b>	Matt Johnson	Shropshire Council – Oxon Link Road Update
	Neil Macdonald	Aecom – Transport Consultancy Update
	Jodie Robins	

<b>AGENDA</b>				
<b>Item</b>	<b>Time</b>	<b>Description</b>	<b>Lead</b>	<b>Paper</b>
1	2.00 pm	Welcome, introductions and apologies Declarations of interest	SR All	
2	2.05 pm	Draft minutes of last meeting on 07.11.22 and matters arising.	SR	✓
3	2.10 pm	Marches LEP update a) Future role of LEPs b) Funding and Staffing (by exception/quarterly finance papers)	RL	
4	2.15 pm	Top 5 Risk Registers Review/Update a) Corporate Risk Register b) Programme Risk Register	RL	✓
5	2.25 pm	Oxon Link Road Update	MJ	✓
6	2.45 pm	Performance Monitoring - exceptions a) Growth Deal update	RL	

		i. Hereford City Centre Transport Hub	RL	√
		b) Getting Building Fund update	RL	
		c) Growth Hub update	RL	
		d) Key Account Management (KAM)	KJ	
		e) Skills Support (SAP/Marches Careers Hub)	KJ	
7	3.00 pm	Transport Project Consultancy Update	NM/JR	√
8	3.15 pm	PRMC Project Forward Plan	RL	√
9	3.20 pm	Any Other Business		

Next meeting: 16 February 2023

Future meetings:

Thurs 27 April 2023

Thurs 22 June 2023

Thurs 24 August 2023

Thurs 26 October 2023

Thurs 14 December 2023

Distribution:

Sonia Roberts, LEP Board member (Chair)

Sara Williams, LEP Board Member and Private Sector Representative (Deputy Chair)

Clare Fenton, LEP Board Member and Private Sector Representative

Alex Green, LEP Board Member and Private Sector Representative

Frank Myers, LEP Board Member and Private Sector Representative

Ken Clarke, Telford & Wrekin Council, s151 Officer

Andrew Lovegrove, Herefordshire Council, s151 Officer

Rachael Hart, Deputy Section 151 Officer, Herefordshire Council

James Walton, Shropshire Council, s151 Officer

Ben Jay, Shropshire Council AD Finance & ICT

Rachel Laver, Marches LEP CEO

Kathryn Jones, Marches LEP Head of Partnerships and Strategy

TBC, Marches LEP Project Officer

TBC, Marches LEP Head of Business Development & Delivery

cc:

Mandy Thorn, Marches LEP Chair

TBC, 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

Blank Page

## Minutes of the Marches LEP Performance, Risk & Monitoring Committee (PRMC) Monday 7 November 2022

### Present

Sonia Roberts (Chair)	SR	Deputy Chair of the Marches LEP Board
Frank Myers	FM	Marches LEP Board Member
Sara Williams	SW	Marches LEP Board Member
Alex Green	AG	Marches LEP Board Member
Clare Fenton	CF	Marches LEP Board Member
James Walton	JW	Section 151 Officer, Shropshire Council
Karen Morris	KM	Deputy nominated by Section 151 Officer, Herefordshire Council
Dainy Runton	KM	Deputy nominated by Section 151 Officer, Telford & Wrekin Council
Rachel Laver	RL	Marches LEP Chief Executive
Kathryn Jones	KJ	Marches LEP Head of Partnerships and Strategy
Jo Grivell	JG	Marches LEP Office Administrator
Glenn Barrowman	GB	Marches LEP Project Officer
Alex Collins	AC	Deputy Area Lead, Cities & Local Growth Unit
Hayley Owen	HO	Shropshire Council – Pride Hill Centre Project
Tim Pritchard	TP	
Christine Ogunkanmi	CO	Herefordshire Council – Herefordshire City Centre Transport Project
Nadine Kinsey	NK	
Laurence Butterworth	SW	
Katherine Kynaston	KK	Telford & Wrekin Council – Telford & Wrekin Council Project Updates/Station Quarter
James Dunn	JD	

ITEM		ACTION
<b>1</b>	<p><b>Welcome, apologies and introductions</b></p> <p>The Chair welcomed everyone to the meeting. Apologies received from Ken Clarke, Andrew Lovegrove, Rachael Hart, Mark Barrow, Matt Johnson, and Ben Jay.</p> <p>Alex Green and Clare Fenton were introduced as new LEP Board members and will attend these meetings from now on. Glenn Barrowman was introduced as the new Marches LEP Project Officer.</p> <p>Guest speakers from Herefordshire, Telford &amp; Wrekin and Shropshire Councils were welcomed ahead of their project updates further in the agenda.</p> <p><b>Declarations of interest</b></p> <p>There were no declarations of interest.</p>	
<b>2</b>	<p><b>Minutes of the last meeting and matters arising</b></p> <p>The minutes of the last meeting on 25 August 2022 were reviewed, checked for accuracy, and approved as an accurate record of the meeting. All actions were completed.</p>	
<b>3</b>	<p><b>Marches LEP Update</b></p> <p><b>a) Future of LEPS</b></p> <p>This is still to be determined and awaiting a statement from Government and details on future funding. At present it is business as usual. The understanding is that the LEP's will receive a funding decision for 23/24 before Christmas which will also include Growth Hub Funding outcome.</p> <p>There are changes to the West Midlands LEP landscape; 2 of the 6 LEP's will wind down in</p>	

	<p>March 23 and a third in March 24. This is due to devolution, and they will be merged into West Midlands Combined Authority.</p> <p>A concern for the remaining LEPs is having a voice with Government. This has been discussed with Mark Bretton (Chair of the LEP Network) and Mark Livesey (CEO, LEP Network). Marches LEP is still involved with the relevant LEP working groups. Mandy Thorn is the West Midlands LEP's Chair, so will need to be replaced when she steps down from her LEP Board Chair role in the coming months, but the LEP network is content for the West Midlands to still have a seat on the LEP Network Board.</p> <p><b>b) 2022/23 funding and staffing</b>        As previously reported there has been a 50% reduction in Growth Hub funding and 25% to core funding. The LEP has had a further restructure to make best use of the limited resources. The changes have enabled the LEP to give an additional £5k each to the Local Authority Growth Hubs.</p> <p><b>c) Feedback on Marches LEP Annual General Meeting and 2021/22 Accounts</b>        The Board signed off the accounts and approved the two new Board Members, Clare Fenton, and Alex Green. There was nothing of note raised on the accounts except the amount of money the LEP is holding has diminished significantly with the completion of the LGF and GBF programmes</p>	
<p><b>4.</b></p>	<p><b>Top 5 Risk Registers</b>        The Top 5 risks were highlighted to ensure members can immediately focus on any critical issues. There will be an exercise to consolidate all the risks as there is a lot of duplication. <b>GB and RL will update the Risk Registers for the next PRMC.</b></p> <p><b>A) Corporate Risk Registers Corporate Risk Register.</b>        The Top 5 corporate risks largely relate to the same topic regarding the uncertainty of LEP's. As a contingency the LEP has been through the exercise to understand what steps are required if the LEP does have to be wound up.        AC advised he is regularly airing the frustrations back to Cities and Local Growth Unit to make Business, Energy, and Industrial Strategy (BEIS) and Department for Levelling Up, Housing and Communities (DLUHC) aware, and has been stressing the need for certainty on future funding.        FM asked the Section 151 Officer to confirm he is satisfied that the LEP is handling its risks appropriately. JW confirmed that he is comfortable that the risks are being identified but is not comfortable that the risk are being completely mitigated because of the elements that are beyond the LEP's control. However, JW believes the LEP is doing whatever it can in terms of LEP funding, for example reducing the ongoing running costs of the LEP.  <b>FM asked that in future the Section 151 gives a statement regarding the risk registers and management thereof, to give assurance to the Board.</b></p> <p>RL confirmed that the LEP has looked at arrangements for managing and transferring all the contracts and funding streams if the Government decides to discontinue LEPs.</p> <p>There is a letter going to the Board regarding the two LEP's that are being wound up where there is concern that directors are personally responsible for any ongoing liability. The Chairs have written to Government, and they want the same dispensation as Local Authorities. It is unacceptable to expect volunteers to be liable for any ongoing liability for the company after it is wound up.  <b>RL agreed to produce an options paper for the Board should Government make the decision to wind up all LEPs, in the meantime RL will share the letter to Government regarding liability of directors from the two LEP's being wound up.</b></p>	<p><b>GB/RL</b></p> <p><b>JW</b></p> <p><b>RL</b></p>

	<p><b>B) Programme Risk Register</b></p> <p>Oxon Link Road is presenting at the next PRMC. There has been a Freedom of Information request about the project which RL will respond to and has copied to JW.</p> <p>The Chair raised her concern that the project has deferred to give an update again. The project requested to defer on the basis that they would present a comprehensive Decision paper around the proposed delivery programme in December. They would like to complete their final supplementary planning submission, to be able to provide more certainty on their forward programme.</p> <p>The project has been separated out from the North West Relief Road, but the LEP is genuinely concerned that the project is not being delivered and awaits the comprehensive update at the next PRMC.</p> <p><b>GB to obtain update on the project as part of the contractual reporting requirements to answer the FOI request.</b></p>	<p><b>GB</b></p>
<p><b>5</b></p>	<p><b>Energy Fund Update</b></p> <p>The LEP is in the process of contracting the three projects. There is a slight delay due to clarifying what needs to be included regarding the subsidy control act. Expect the contracts to be sent out this week.</p> <p>Had an inception meeting with Hereford, Ludlow and North Shropshire College about their scheme which is providing Green Skills.</p> <p>Launching the Marches Energy Grant (MEG) scheme at our Access to Finance intermediary event on 1 December, which is a timely replacement as the Business Energy Efficiency Programme is almost spent.</p> <p>The third scheme to install monitoring equipment on substations is progressing and a meeting with National Grid is due to take place this week.</p> <p><b>SR asked that the Energy Fund projects be added to the risk registers. RL stated will invite the projects to present at a future PRMC meeting. GB to add to the Forward plan for projects updates in 2023.</b></p> <p>FM asked what the intermediary event was. RL updated the committee on the intermediary breakfast event being run at Telford College on 1 December by the LEP. The Midlands Engine Investment Fund had been invited to present and it is targeted at intermediaries who have multiple business clients, who can then advise what funding is available to them through the LEP and Growth Hub. The ripple effect of communicating this way ensures more businesses get to know what support is on offer. Invite to the meeting, details of speakers and how to register can be found here: <a href="#">The Marches LEP Access to Finance Event - Marches Growth Hub</a></p> <p>If the event is a success, it will be replicated in Herefordshire.</p> <p><b>FM asked that the Board be made aware of any future events.</b></p>	<p><b>GB</b></p> <p><b>RL</b></p>
<p><b>6</b></p>	<p><b>Hereford City Centre Transport Update</b></p> <p>Representing Herefordshire Council, Christine Ogunkanmi (CO) and Nadine Kinsey (NK) gave an informative update on Hereford City Centre Transport Hub and Match Funding. Details of the project and 3D images of the transport hub can be found here: <a href="#">Link to Hereford City Centre Transport Hub presentation.</a></p> <p>NK provided an update on the outputs which have or will be met/overachieved.</p> <p>Herefordshire Council are in the process of providing samples of invoices to Shropshire Council as the evidence trail for the figures. The costs to complete the Transport Hub will see all the match funding achieved.</p> <p>SR asked for clarification on what the LEP commissioned and contributed to, compared to what it is getting. NK confirmed none of the LEP money was spent on the Transport Hub itself, it was spent on the road a number of years ago. It is the match element that is funding the Transport Hub. The contract outputs are all based on the original road build.</p>	

	<p>FM stated that he feels that the PRMC never sees the details on the projects in respect of what was contracted and how much it would cost. He would like to see what was originally agreed, what is being delivered now and how the two compares.</p> <p><b>RL agreed to work with Herefordshire to produce an overview of what was contracted, and how much it cost to bring to the next PRMC.</b></p>	RL/CO/NK
7	<p><b>Pride Hill Variation Update</b>          Representing Shropshire Council; Hayley Owen provided a further update to the previous PRMC meeting where they shared the overall plan for the Riverside area, which includes the Pride Hill shopping centre.</p> <p>As requested the project provided a paper to reflect the revised programme and delivery including <a href="#">details of the funding and the request for variation</a>. Within the document is a table showing current and proposed variation to outputs.</p> <p>FM queried again that there is significant change in the fact the Pride Hill Centre is not being refurbished but is being demolished. HO confirmed that the contract output was for the commercial floor space. Fundamentally there is a building going back on the site which delivers the contracted outputs in terms of commercial floor space.</p> <p>RL confirmed she is comfortable in Shropshire Council’s management of this project. The timescales may have slipped which is understandable given COVID and the change in retail landscape. <b>RL agreed that this should be submitted for a contract variation, which was endorsed by the Chair SR.</b></p>	GB
8	<p><b>Telford &amp; Wrekin Council – Project Updates</b>          Representing Telford and Wrekin Council; James Dunn (JD) and Katherine Kynaston (KK). The paper submitted to the PRMC <a href="#">provided details of the various projects</a> being funded by the LEP and to formally request a change to the contracted outputs.</p> <p>JD gave an informative update on progress from the various projects and an update on additional grants that are necessary to deliver the projects due to inflation etc., in addition to policy changes that need to be complied with.</p> <p>It is essential that the projects can access the funding from both Homes England and West Midlands Combined Authority. The output requirements for the different funding streams are predicated on “Housing Units Delivered” and therefore the ask is to amend the LEP outputs to Units Unlocked rather than Housing Units delivered.</p> <p>It should be noted the LEP funding plus the other funding streams will create a bigger impact i.e., maximising the number of units being delivered by maximising the amount of grant funding and it has transformed what the project has been able to deliver. There is a recognition at Government level that we need to be able to blend the funding pots going forward.</p> <p>RL stated it is potentially a worrying precedent being set to change the outputs but accepted the need to approve the change so Telford &amp; Wrekin can secure the extra funding to achieve the original scheme and that there had been extenuating circumstances which has seen costs escalate significantly.</p> <p><b>RL requested details of the total value of the scheme and for JD to look at all the outputs to ensure the LEP is getting everything it can.</b> The justification for approval needs to be that in exchange for the reduction in Housing Units delivered, the LEP can claim, for example, all the match funding to still receive a high value for money (Benefit-Cost Ratio) as when the scheme was originally approved.</p> <p>AC clarified that there would need to be a contract variation. It is also essential to ensure there is no duplication of outputs and to demonstrate the value for money. JD confirmed</p>	JD

	<p>there is not duplication of outputs.</p> <p><b>RL to meet with project team to discuss outputs, and evidence the value for money which includes the social value in terms of developing mixed communities and affordable housing.</b></p> <p><b>RL to speak with BEIS to confirm that this type of change would be acceptable if there is no duplication of outputs and if so, will submit the change proposal to the Board for a decision.</b></p>	<p><b>RL/JD</b></p> <p><b>RL</b></p>
<p><b>9</b></p>	<p><b>Performance monitoring - Exceptions</b></p> <p><b>a) Growth Hub Update</b>          As previously mentioned due to the reduction in funding, the Growth Hub programme manager role has been made redundant and the costs savings have been redistributed to direct business support.          The Growth Hub Bi-Annual report was completed and signed off by Ben Jay (Deputy Section 151 Officer) and the Quarter 3 Core Grant Claim has been submitted. The Growth Hub is running well, there is a high-level of enquiries being received. The team has improved the Net Zero pages on the website in recognition that businesses need this type of support. The Growth Hubs will commence reporting Protected Characteristics data from Q3 onwards. RL asked that thanks for all Yasmin Sulaman's work on the Growth Hub was noted.</p> <p><b>b) Key Account Management</b>          Department for International Trade (DIT) funded Key Account Management (KAM) project – funding agreement for additional 6 months in place with DIT and the SLA with Mountain Perspective has been extended. Meeting with DIT, Mountain Perspective and the three local authorities being held on 7 November to enable effective communication, joint working, and clarity of reporting.</p> <p><b>c) Skills Support (SAP/Marches Careers Hub)</b>          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.</p> <p>Careers &amp; Enterprise Company (CEC) funded Marches Careers Hub project – agreements with all three local authorities are now in place to confirm funding, resourcing, and project responsibilities for the contract term to August 2023. <a href="#">Information on performance in academic year 21/22</a> was circulated with papers to demonstrate project outcomes for the year and the improvements made in performance against targets.</p>	
<p><b>10</b></p>	<p><b>Any other business</b>          Calendar dates for the <a href="#">PRMC meetings in 2023</a> were shared in the meeting papers.  <b>JG to issue the invites to the committee members.</b></p>	<p><b>JG</b></p>
<p><b>Next Meeting of the Marches LEP PRMC: 15 December 2022 14:00-15:30</b></p>		



ITEM	Actions	Who
4.	<p><b>Top 5 Risk Registers</b> There will be an exercise to consolidate all the risks as there is a lot of duplication. <b>GB and RL will update the Risk Registers for the next PRMC. - Complete</b></p> <p>FM asked that in future the Section 151 gives a statement regarding the risk registers and management thereof, to give assurance to the Board. - <b>Ongoing</b></p> <p>RL agreed to produce an options paper for the Board should Government make the decision to wind up all LEPs, in the meantime RL will share the letter to Government regarding liability of directors from the two LEP's being wound up. - <b>Complete</b></p> <p>GB to obtain update on the project as part of the contractual reporting requirements to answer the FOI request. - <b>Complete</b></p>	<p><b>GB/RL</b></p> <p><b>JW</b></p> <p><b>RL</b></p> <p><b>GB</b></p>
5	<p><b>Energy Fund Update</b> SR asked that the Energy Fund projects be added to the risk registers. RL stated will invite the projects to present at a future PRMC meeting.</p> <p>GB to add Energy Fund to the Forward plan for projects updates in 2023.</p> <p>FM asked that the Board be made aware of any future events. – <b>Ongoing</b></p>	<p><b>GB</b></p> <p><b>GB</b></p> <p><b>RL</b></p>
6	<p><b>Hereford City Centre Transport Update</b> RL agreed to work with Herefordshire to produce an overview of what was contracted, and how much it cost to bring to the next PRMC.</p>	<p><b>RL/CO/NK</b></p>
7	<p><b>Pride Hill Variation Update</b> RL agreed that this should be submitted for a contract variation, which was endorsed by the Chair SR. - <b>Complete</b></p>	<p><b>GB</b></p>
8	<p><b>Telford &amp; Wrekin Council – Project Updates</b> RL to meet with project team to discuss outputs, and evidence the value for money which includes the social value in terms of developing mixed communities and affordable housing. - <b>Complete</b></p> <p>RL to speak with BEIS to confirm that this type of change would be acceptable if there is no duplication of outputs and if so, will submit the change proposal to the Board for a decision. - <b>Complete</b></p>	<p><b>RL/JD</b></p> <p><b>RL</b></p>
10	<p><b>Any other business</b> Calendar dates for the <a href="#">PRMC meetings in 2023</a> were shared in the meeting papers. JG to issue the invites to the committee members. - <b>Complete</b></p>	<p><b>JG</b></p>

Blank Page

MARCHES LEP CORPORATE RISK REGISTER  
Last updated: 29/11/ 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			
<b>TOP 5 RISKS - In order of Risk Rating (High to Low)</b>									
2.4	Lack of clarity over funding for the LEP and Growth Hub in 22/23. Short term funding in places for other services the LEP delivered.	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 Central Growth Hub would close and there would be a loss of funding for local authority GH teams, impacting on the ability to support businesses. □ 3) The LEP's ability to trade. 3) The LEP being unable to 'Bankroll' and therefore deliver important projects such as 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	N/a	The LEP through the LEP network and monthly meeting with the BEIS representative has emphasised the need for an early funding decision this year. This has been understood by government and a funding decision is expected by Christmas.  The LEP carries a budget to wind up the company in an orderly manner should it need to and has carried out a planning exercise in conjunction with Shropshire Council staff to look at every aspect of the business that would need to be managed in the event of the LEP having to wind up. The LEP also has a level of reserves which can be used to meet the operating costs of the company for a period of time should core funding not be available moving forward.	↔
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.	↔
5.5	Lack of clear mandate from government along with the winding up of 2/6 West Midlands LEPs means that the voice of West Midlands businesses is diminished and that LEPs are prematurely written off by partners.	Reputational damage for LEPs and damage to stakeholder relationships. Hard to gain traction when messaging around LEPs is so unclear. Makes it more difficult to engage in new activity and partnership working if no-one is clear what LEPs are here to do or if they will remain/	Promotion of LEP activity. Formation of working groups with LEPs across the country, focussing on different priorities e.g. Rural, Net Zero.	4	4	16	N/A	Continue to deliver all our programmes well and look to proactively use the limited resources we have to move work along while we can e.g. the Energy Fund, Land study etc. Continue to feed into the LEP network and BEIS to highlight issues.	↔
2.9	The LEP are unable to recruit and retain Board Members (including Chair) due to a lack of clarity around the future role of LEP's and having a meaningful role.	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.	Successfully completed recruitment in the summer but have vacancies coming up in the spring. Need to have a clear role and objectives to attract the right candidates.	3	4	12	N/A	Continue to position the LEP as the voice of business and look at new opportunities to ensure the LEP remain relevant and interesting for people to give up their own time to the board. Start the recruitment campaign early next spring and look to use a recruitment firm if required to raise awareness of the opportunities.	↔
6.4	Projects do not deliver on contracted outputs due to perceived diminished role of LEPs.	Value for money for schemes managed by the LEPs looks poor	Continue to monitor projects and contracts. Underperforming projects to present to PRMC as required. Look to use clawback if absolutely required.	3	3	9	On 31 March 22 the LEP Chairs and CEO's received a letter from Neil O'Brien 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'Brien 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.	↔

MARCHES LEP CORPORATE RISK REGISTER  
Last updated: 29 November 2022




Risk No.	Risk Description	Description of Potential IMPACT (quantified wherever possible)	Current controls	Residual Risk Ratings			Rationale for Risk Changes	Risk Mitigation	Target Risk Rating			Risk Owner	Annual Review Date	Live/ Closed	Direction of Travel
				LIKELIHOOD Rating (Very Low 1, Low 2, Medium 3, High 4)	IMPACT Rating (Minimal 1, Minor 2, Significant 3, Major 4)	RISK Rating			LIKELIHOOD Rating (Very Low 1, Low 2, Medium 3, High 4)	IMPACT Rating (Minimal 1, Minor 2, Significant 3, Major 4)	RISK Rating				
<b>1. Governance</b>															
1.2	Governance structure is not clearly set out for Board members, sub-groups and officers to follow correctly with insufficient reporting mechanisms in place.	Decisions are either made incorrectly or not in a timely manner, due to lack of clarity and consequent inability to act appropriately. Compliance with National Local Growth Assurance Framework for LEPs issued by DLUHC is not met and reputational loss could occur resulting in future funding being reduced and opportunities to the Marches Region lost.	Previous risk responses have been archived. The LEP's Accountability & Assurance Framework (AAF) is reviewed annually. A review took place in April 2021 following the update of the National Local Growth Assurance Framework by central Government. S151 Officer assigned to oversee governance aspects and present arising issues to Performance Risk and Monitoring Committee (PRMC)/LEP Board as required. The LEP team reviews the AAF and its governance processes/procedures on an Annual Basis.	2	3	6		Previous risk response archived. The AAF was last reviewed by the Director of Corporate Services between January and April 2021 and received full Board's approval in May. Business Boards (BBs) had been asked to align their TORs to those of the main LEP Board in a way that allows BBs to retain their independence but ensures regular elections of their chairs, an open and transparent recruitment of their members and a commitment to compliance with Nolan Principles. However, the action was then closed in agreement with DLUHC.	1	3	3	LEP CEO/ LEP Board/S151 Officer	01.04.23	Live	↔
1.4	Decisions cannot be made in a timely manner due to frequency of LEP Board Meetings	Delays to LEP's programme work.	The LEP Board meets on a bi-monthly basis. Business/time critical decisions are managed by exception through the LEP's Scheme of Delegation. This was originally signed off by the LEP Board in July 2015, reapproved in May 2021 (following changes to the LEP CEO's financial delegated authority), with further amendments made in July 2021 - to include contingency arrangements in the event of prolonged absence of the CEO.	2	3	6		Please see Current Controls. At the 25 January 2022 LEP Board meeting a paper was presented which requested the LEP Board delegate certain approval powers to the PRMC Group. The Board agreed in principle, subject to formal approval by written procedure, that the Terms of Reference for PRMC and the Scheme of Delegation should be revised. At the 26 LEP Board Meeting members approved the updated PRMC ToR with immediate effect.	1	3	3	PRMC/LEP Board	01.04.23	Live	↔
1.9	Breach of Data Protection legislation and General Data Protection Regulations (GDPR) within the LEP/Growth Hub.	Information Commissioners Office prosecution for Data Protection breach. Negative press coverage and consequent loss of reputation.	Appropriate measures against unauthorised or unlawful processing of personal data and accidental loss, destruction of, or damage to personal data have been put in place. The LEP Team undertakes an annual online refresh training on Data Protection legislation and GDPR made available via Business World by Shropshire Council. LEP Data Policy was last reviewed in April 2021. Shropshire Council's and LEP's responsibilities with regards to GDPR have been included in the SLA.	2	3	6		Please see Current Controls.	1	3	3	LEP CEO	01.04.23	Live	↔
1.10	LEP's IT and web based systems could be compromised - including the risk of cyber crime impacting on the files stored on the LEP's cloud.	Loss of data, work files and business continuity. Confidential information on projects and/or clients compromised. Negative press coverage. Challenge to procurement decisions.	The LEP's cloud-based suites, website hosting and CRM are properly utilised, secure and backed up, via Microsoft Office 365 licences. Laptop encryption is provided by the LEP's Accountable Body (Shropshire Council).	3	4	12		Please see Current Controls	3	3	9	LEP CEO	01.04.23	Live	↔
1.11	There is a high risk for conflicts of interest to arise for Board members due to their wide range of roles they cover within the Marches area. Potential conflicts of interest could also arise relating to LEP members of staff	This leaves the LEP open to criticism and challenge. Loss of reputation.	Board members declarations of interest; code of conduct in accordance with Nolan principles; registers of interest. The latter are reviewed annually. Last review in February 2021; next one due in February 2022. All LEP members of staff who write Board papers have been asked to complete and sign a register of interest. Registers are reviewed annually, signed off by the LEP CEO and kept in a secure place. Last review in March 2021; next one due in March 2022. Senior Officer's registers of Interests have been published on the LEP website	3	4	12		Register of Interest form amended in February 2021 line with statutory guidelines.	3	3	9	LEP CEO	01.04.23	Live	↔
1.14	Staff members affected by mental health issues do not receive adequate support and feel they cannot open up about their problems.	Staff absence, lack of productivity/low performance, staff affected by mental health are discriminated against, damage to LEP's reputation impairing its ability to hire.	The LEP promotes awareness and discussion of mental health and wellbeing proactively. Advice to staff members is available through Shropshire Council's independent and confidential counselling services. Also, Shropshire Council's Mental Health & Wellbeing and No Bullying policies have been adopted by the LEP, to ensure staff affected by mental health issues are not discriminated against.	3	3	9		Mental Health is embedded in staff induction and annual training made available to all staff by Shropshire Council. The LEP has appointed a Staff Mental Health Champion to ease discussion. From time to time, information on mental health and wellbeing is circulated to all staff. Managers are encouraged to speak regularly with team members about how they are doing and to encourage flexible working and a good work/life balance.	2	3	6	LEP CEO	01.04.23	Live	↔
1.16	Provision of services between the Marches LEP and Shropshire Council does not meet the standards agreed under the Service Level Agreement (SLA) between the two parties.	Core services provided to the LEP are delayed, overcharged or do not meet the required expectations or Marches LEP's business needs.	The SLA came into force on 1 April 2021. Quarterly review service meetings have been arranged with the S151 Officer (for Accountable Body and Finance services) and Heads of Departments (for Legal, Procurement, IT and HR services).	3	3	9		Review meetings have taken place between the LEP and Accountable Body. The LEP is currently updating the SLA with the Accountable Body for the 22/23 FY.	2	3	6	LEP CEO	01.04.23	Live	↔
<b>2. Resources</b>															
2.1	Knowledge lost from the LEP Board and PRMC due to rotation of members.	The LEP loses the skill set and knowledge required to make informed and effective decisions. No representation at a National/Regional level through various boards.	LEP Board private sector membership increased to 15 (with currently 1 vacancy). A proposal to increase the number of Board members on PRMC to 4 was agreed in principle at the 25 January 2022 LEP Board meeting - subject to formal approval by written procedure, that the Terms of Reference for PRMC and the Scheme of Delegation should be revised	3	3	9		In December 2020, a Deputy Chair for PRMC was appointed and a BCP was produced. In May 2021, a Board Energy Champion was co-opted from the Energy Steering Group. Due to the current uncertainties brought about by the LEPs Review, central Government has issued a series of exemptions for LEPs that allow for a relaxation of rules in the areas of Chair and members recruitment, Chair/Deputy Chair tenures, private sector board composition and gender composition of boards. A proposal to increase the number of Board members on PRMC to 4 was agreed at the 26 April 2022 LEP Board meeting as part of review and refresh of the groups ToR's.	2	3	6	LEP Chair	01.04.23	Live/ Re-opened	↔
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.	4	4	16		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.	3	3	9	LEP CEO	01.04.23	Live	↔
2.5	The LEP is unable to conduct its business in the event of a major business interruption. Possible scenarios include infrastructure damage (fire at LEP Office), IT failure, staffing difficulties and/or a major pandemic	Reduced capacity and ability to respond to the business needs of the LEP and its partners.	Business Continuity Plan (BCP) has been drafted and is reviewed on an Annual Basis	3	3	9		Working with IT Business Partner on utilising software that allows for business continuity. On 28 January 20 the LEP team attended a training session covering Microsoft Teams, One Drive and Share Point to assist with remote working. These platforms have been fully rolled out to the team. A BCP has been in place since December 2020.	3	3	9	LEP CEO	01.04.23	Live	↔
2.6	Marches LEP Staff posts are vacant for a prolonged period, impacting on the day to day running of the LEP	Disruption to the running of the LEP.	Delegation of CEO's responsibilities to another member of the LEP's Senior Management Team, ensuring continuity of business. The Marches LEP Team works on the Share Point system, ensuring all staff have access to all files to prevent any disruption to day to day business, promoting knowledge retention/sharing within the organisation.	3	4	12		Previous risk mitigation archived. Please see current controls.	3	3	9	LEP CEO	01.04.23	Live	↔

MARCHES LEP CORPORATE RISK REGISTER  
Last updated: 29 November 2022

Risk No.	Risk Description	Description of Potential IMPACT (quantified wherever possible)	Current controls	Residual Risk Ratings			Rationale for Risk Changes	Risk Mitigation	Target Risk Rating			Risk Owner	Annual Review Date	Live/ Closed	Direction of Travel
				LIKELIHOOD Rating (Very Low 1, Low 2, Medium 3, High 4)	IMPACT Rating (Minimal 1, Minor 2, Significant 3, Major 4)	RISK Rating			LIKELIHOOD Rating (Very Low 1, Low 2, Medium 3, High 4)	IMPACT Rating (Minimal 1, Minor 2, Significant 3, Major 4)	RISK Rating				
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.	4	4	16		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. <b>The vacancy for the Marches LEP Project Officer is currently being advertised.</b>	3	3	9	LEP CEO	01.04.23	Live	↔
2.8	Cessation or reduction of Marches Growth Hub (MGH) funding, including contributions from Local Authorities.	Disruption to the running of the MGH, including any new future operating models with BEIS.	On the 30 March 22 LEP CEO's received a letter providing confirmation of funding for Growth Hubs for 22/23 FY. This is at a 50% reduced rate on the 21/22 FY allocation.	3	4	12		The LEP are currently exploring delivery models to ensure service continuation, ensuring the Growth Hub fulfils its obligations with Government.	3	3	9	LEP CEO	01.04.23	Live	↔
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. <b>[Rachel to add in update on Board recruitment]</b>	3	5	15		Please see current controls.	2	3	6	LEP Chair	01.04.23	Live/ Re-opened	↔
<b>3. Programme Management (See Appendix 2 Programme Management Risk Register)</b>															
<b>4. Stakeholder, Reputational, Communications &amp; Marketing</b>															
4.1	The LEP fails to share information with internal & external stakeholders.	Stakeholders not informed of LEP investment and work which is in line with government requirements. Stakeholders are unaware of projects & programmes resulting in a lack of knowledge and understanding of what is being delivered in the Marches Region.	Agreed communications approach is set out in Assurance Framework which is on the LEP website. Strategy includes annual conference, annual report, regular LEP and Marches EU newsletters, press releases. LEP Board Members and team regularly brief stakeholder groups and 3 area Business Boards are used as communication tools. The LEP has an external PR and Marketing provider which shares and disseminates publicity on LEP funded activities across a variety of platforms	2	3	6		Please see Current Controls	1	2	2	LEP CEO	01.04.23	Live	↔
4.2	The LEP's partner organisations fail to share information with internal & external stakeholders.	Stakeholders not informed of LEP investment and work which is in line with government requirements. Stakeholders are critical of projects & programme due to lack of up to date information being communicated on project progress/successes.	Agreed communications approach is set out in Assurance Framework which is on the LEP website. Strategy includes annual conference, annual report, regular LEP and Marches EU newsletters, press releases. LEP Board Members and team regularly brief stakeholder groups and 3 area Business Boards are used as communication tools.	2	3	6		Please see Current Controls	1	2	2	S151 Officers &/or senior project sponsor	01.04.23	Live	↔
4.7	Use of unlicensed images on LEP websites and owned media channels.	LEP incurs costs for use of unlicensed images.	Appropriate measures have been taken appropriate to ensure content creators and publishers for the LEP websites and social media channels are aware of copyright issues, including content supplied by partners where it is not clear whether imagery is licensed for use. Protocols in place to use only original imagery or stock imagery where necessary licences for use are in place. When images are provided without clarity on licensed use, checks will be made and the image not used if licence cannot be verified.	2	3	6		Please see Current Controls	1	2	2	LEP CEO	01.04.23	Live	↔
<b>5. Financial &amp; Legal</b>															
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		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 liabilities 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 the working groups.	3	3	9	LEP CEO	01.04.23	Live	↔
<b>6. Partnership</b>															
6.1	Failure to progress the Marches Local Industrial Strategy due to changing government priorities and insufficient resources.	Missed opportunities to build on areas of unique economic strength and inclusive growth. Negative impact on the LEP's reputation following significant business and stakeholder engagement to build consensus.	Communication with Area Lead to understand Government's current position. Awaiting announcement in 2021 regarding the role and purpose of Local Industrial Strategy as part of economic recovery planning.	3	4	12		Once implemented, the Marches Local Industrial Strategy will help guide the strategic use of local funding streams and act as a gateway to any future local growth funding being deployed through the LEP.	3	3	9	LEP CEO	01.04.23	Live	↔
6.2	The LEP's Economic Recovery Plan does not meet government/partner needs.	Missed opportunity to influence and align economic recovery activities across the Marches geography.	LEP representatives contributing to local authority's working groups and draft Economic Recovery Plan builds on shared priorities outlined in the Strategic Economic Plan.	2	3	6		Be aware and take account of any Economic Recovery Guidance issued by Government	1	2	2	LEP CEO	01.04.23	Live	↔
6.3	The LEP has limited capacity and capability to access and analyse accurate local economic data and intelligence.	Impact on robustness of strategies, plans and projects, as well as in supporting competitive bids to attract funding into the Marches for all partners.	Resource to buy in capability built into Core and Skills operational budgets. Working groups with three Local Authorities and Midlands Engine to share data and intelligence. To be reviewed in light if current LEP Review/DFE plans for SAP.	3	3	9		Please see Current Controls	2	2	4	LEP CEO	01.04.23	Live	↔
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		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.	3	3	9	LEP CEO	01.04.23	Live	↓

MARCHES LEP CORPORATE RISK REGISTER  
Last updated: 29 November 2022

Risk No.	Risk Description	Description of Potential IMPACT (quantified wherever possible)	Current controls	Residual Risk Ratings			Rationale for Risk Changes	Risk Mitigation	Target Risk Rating			Risk Owner	Annual Review Date	Live/ Closed	Direction of Travel
				LIKELIHOOD Rating (Very Low 1, Low 2, Medium 3, High 4)	IMPACT Rating (Minimal 1, Minor 2, Significant 3, Major 4)	RISK Rating			LIKELIHOOD Rating (Very Low 1, Low 2, Medium 3, High 4)	IMPACT Rating (Minimal 1, Minor 2, Significant 3, Major 4)	RISK Rating				
6.5	The LEP fails to drive 'inclusive growth' through its portfolio of projects, investment programmes and strategies.	Actions to drive economic recovery/growth contribute to greater inequality. Lack of alignment with Strategic Economic Plan.	Equality impact assessment forms part of scrutiny by Local Authorities.	3	3	9		Opportunity to review social value criteria when procuring good and services from LEP Core budget. Review appraisal framework for new investment programmes linked to the updating of the Green Book.	2	2	4	LEP CEO	01.04.23	Live	↔

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

Blank Page

MARCHES LEP PROGRAMME RISK REGISTER  
Last updated: 9 December 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			
<b>TOP 5 RISKS - In order of Risk Rating (High to Low)</b>									
3.20	Non delivery of Oxon Link Road	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	Regular monitoring of the project has been ongoing. Requested update to PRMC which has been postponed. Rescheduled for December 22 meeting. In the meantime, LEP officers will meet with Shropshire Council staff to get an update on the current status of the project.	↑
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.	Staff to work flexibly across different parts of the business to allow continuity of service. Continuing to press government for funding confirmation in conjunction with the LEP network. Will look to use agency staff if required but will continue to appoint to vacant business critical roles as appropriate.	4	4	16	Risk rating has been increased due to lack of clarity about funding for next year.	A new project officer, Glenn Barrowman started at the end of September and a new Head of Business Development and Delivery will start in January. Options planning has been developed so that the LEP structure can be flexed to reflect funding and mandate subject to necessary processes and approvals.	↔
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	An update on costs and spend was provided to PRMC on 25 August. It was confirmed that the project is on track to exceed the £2m project spend commitment. A detailed update on plans for the future sites would be provided with the next claim.	↔
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	Following PRMC on 25 August the project presented to the LEP Board on 27 September 2022. The Board approved the revised proposals and spend profile for the project. Herefordshire Council agreed to bear legal costs associated with varying the contract.	↔
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	An update was provided to PRMC on 25 August. Project Officers were invited to present a paper to the LEP Board at the meeting on 7 November.	↔
<b>NEW RISKS - In order of Risk Rating (High to Low)</b>									

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



MARCHES LEP PROGRAMME RISK REGISTER  
Last updated: 9 December 2022

Risk No.	Risk Description	Description of Potential IMPACT (quantified wherever possible)	Current Controls	Residual Risk Ratings			Rationale for Risk Changes	Risk Mitigation	Target Risk Rating			Risk Owner	Annual Review Date	Live/ Closed	Date Closed	Direction of Travel
				LIKELIHOOD Rating (Very Low 1, Low 2, Medium 3)	IMPACT Rating (Minimal 1, Minor 2, Significant)	RISK Rating			LIKELIHOOD Rating (Very Low 1, Low 2, Medium 3)	IMPACT Rating (Minimal 1, Minor 2, Significant)	Target RISK Rating					
<b>Governance</b>																
1.0	Failure to update and maintain monitoring systems and processes across different programmes	Leading to an inability to fully manage the programmes. This in turn impacts on the ability to report internally to control points - LEP, PRMC & LEP Board. Could result in poor delivery, audit issues, clawback of grants, reputational damage	Risk registers reviewed monthly by LEP team and top risks considered by PRMC and reported to the LEP board.	2	4	8	Status update	Please see Current Controls	2	2	4	LEP CEO	01.04.23	Live		↔
1.1	Failure for projects to deliver on agreed contracts	Projects failure to deliver individually on their respective contracted outcomes will lead to potential clawback, non delivery, reputational damage and impact ability to win new contracts.	A programme management system has been implemented. This can clearly identify projects which are underperforming. This is systematically checked as part of the internal audit Shropshire Council Audit Services	3	3	9	Status update	Project management training offered to staff to develop skills.	2	2	4	LEP CEO	01.04.23	Live		↔
1.2	Lack of capacity and resources in MLEP	Leading to non delivery and non compliance. Vacancies within the team can lead to a loss of knowledge & our ability to monitor and deliver projects.	Team restructured to meet changing needs of organisation.	3	3	9	Status update	Please see Current Controls	2	2	4	LEP CEO	01.04.23	Live		↔
<b>Resources</b>																
2.9	A company defaults on their MIF loan	In short term, loan would not return to LEP for recycling and interest would be lost. Project outcomes and outputs would not be delivered	Detailed due diligence is undertaken on all applicants including checks with Companies House. The contract with the applicant confirms that the accountable body will activate a charge on property and either sell or complete the project to recoup the loan and interest.	2	3	6	No changes to residual risk ratings	Please see Current Controls	2	3	6	LEP CEO	01.04.23	Live		↔
2.14	Marches Careers Hub - No project funding allocated beyond current period (31 August 2023)	To maintain the current offering to schools continuation funding would be required.	Exploration of other options for funding. Regular communication with CEC Regional Lead to assess funding beyond current contract period. Grant Offer Letter for period Sep 22-Aug 23 now in place. No confirmation yet on any future funding.	2	4	8	Grant Offer Letter received	Please see current controls	2	3	6	LEP CEO/Head of Partnerships & Strategy	01.03.23	Live		↔
2.18	Dept of International Trade - Key Account Management - funding not extended beyond March 23	Impact on the growth of business - lack of international horizons? - Without continuing funding we would require to seek options for delivery through alternative funding sources.	Look at developing case studies to showcase the benefits of the funding and ensure that the contract is well managed.	1	4	4	6-months further grant funding now received.	Please see current controls	2	3	6	LEP CEO/Head of Partnerships & Strategy	01.03.23	Live		↔
2.21	No funding for Marches Growth Hub beyond 2022-2023.	Failure to deliver expected economic benefits across the Marches geography through business support delivered by the MGH programme. This lack of business support at this critical time may lead to an increased level of business failure rates. Also business growth can be restricted without the MGH support.	Continue to communicate business challenges to government and benefits of the GH.	4	4	16	Risk rating increased due to uncertainty about funding for 2023/34	Maximise funding to direct delivery. Look at alternative ways to support businesses and respond to changing issues.	3	3	9	LEP CEO	01.04.23	Live		↔
<b>Programme Management</b>																
3.1	Often there is a disconnect between contractual delivery partner bid writing team and the recruited delivery team. This can lead to a failure by contractual organisations to successfully deliver on their respective programme - on both expenditure and project output terms.	The impact of project delivery teams not wholly understanding their commitments is that milestones are either ignored or missed. Timelines then become unrealistic and often there isn't even a plan as how they propose to achieve their project outcomes. Key milestones are then missed opening the LEP up to criticism and making the programme harder to replicate in future plans.	Remove this disconnect by supporting understanding in the delivery team.	3	3	9	Risk increased due to reduced capacity in the Programme Team	Please see Current Controls	2	3	6	LEP CEO / PMRC	01.04.23	Live		↔
3.20	Non delivery of Oxon Link Road	REWORD IMPACT - 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. Reputational / cost / lack of outputs jobs etc	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	Regular monitoring of the project has been ongoing. Requested update to PRMC which has been postponed. Status update rescheduled for December 22 meeting. In the meantime, LEP officers will meet with Shropshire Council staff to get an update on the current status of the project.	2	3	6	LEP CEO/Finance/ senior project sponsor	01.04.23	Live		↔

3.21	The Hereford City Centre Improvements project may not spend their Overall GBF Grant allocation by 31 March 2023. This is subject to a Variation Agreement (Nov / Dec 2022) to the GFA.	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	The residual risk rating has decreased to amber to reflect a funding agreement variation now being in place.	MITIGATION REWORDING - Previous risk response archived. The project has met its 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 been invited to the 25 August PRMC to provide more details on this request.  Following PRMC on 25 August the project presented to the LEP Board on 27 September 2022. The Board approved the revised proposals and spend profile for the project. Herefordshire Council agreed to bear legal costs associated with varying the contract.	2	3	6	LEP CEO/Finance/senior project sponsor	01.04.23	Live	↔
3.22	Non delivery as per GFA. The non delivery of the Pride Hill Remodelling GBF project was impacted following a decision by Shropshire Council on 23 September 2021 to pause and repurpose the project with a review of the Pride Hill, Civic Accommodation and Riverside Development and further market testing undertaken. A revised Variation Agreement to the GFA has been approved 7 -11-2022 at MLEP PMRC.	The project, as set out in the funding agreement, if not delivered, will impact on GBF spend and delivery of match funding and outputs.	Up to date Nov/Dec 2022 Variation Agreement to GFA has been agreed between the parties.	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. An update was provided to PRMC on 25 August.	2	3	6	LEP CEO/Finance/senior project sponsor	01.04.23	Live	↔
3.35	Marches Growth Hub - Lack of SLA/Offer Letter T&Cs with Local Authority partners results in physical Growth Hubs not meeting LEP KPI/requirements for data reporting or service delivery.	Under reporting on delivery by LA partners, lack of consistency in service levels across the 3 physical Growth Hubs, data does not reflect activity or demand across the Marches area, medium and high data is not inline with BEIS firm level framework.	Grant offer letters set out the KPIs to be delivered by Growth Hubs. Performance is monitored through the monthly, quarterly and annual reports provided to the LEP by the Growth Hubs. Template and framework with guidance is shared at the beginning of the financial year. Updates to template are shared as and when required.	3	4	12	n/a	To agree SLA/Offer Letter T&Cs with partners setting out minimum requirements with regards to data reporting, resources, events activity, 1:1 support, referrals and customer satisfaction surveys for 2022/23. A training session will be organised to ensure partners understand requirements. The LEP is awaiting the grant funding letter and details of funding requirements from BEIS. Once this is received delivery requirements will be discussed with Local Authority partners. SLAs will be put in place to reflect service standards and KPIs in line with BEIS funding conditions and data framework. (Please refer to Risk 2.21 and 3.34 responses.) The Grant Offer letter sets out funding requirements and conditions. BEIS do not set specific KPIs, however delivery of business interventions, events and referrals are monitored through monthly and Bi-Annual reports and reported to BEIS bi-annually.	2	3	6	LEP CEO / PMRC	01.04.23	Live	↔

**Stakeholder, Reputational, Communications & Marketing**

4.9	Skills Advisory Panel - Loss of legitimacy for the Marches LEP to support skills agenda and convene local partners	Missed opportunities to deliver deepened economic impact across the Marches through strategic oversight of skills provision	Regular communication with LEP Network and DfE to understand future funding position and relationship with ERB now established. LEP represented on LSIP Board.	3	4	12	n/a	Please see current controls	2	3	6	Head of Partnerships & Strategy	01.12.22	Live	↔
-----	--	---	--	---	---	----	-----	-----------------------------	---	---	---	---------------------------------	----------	------	---

**Financial and Legal**

5.5	Marches Careers Hub - Lack of budget to commit to match funding (Marches LEP and Local Authorities)	Impossible to deliver - project closure would be necessary	LEP match funding is costed into core budget for FY 21-22 and FY 22-23. Regular communication with Local Authorities Skills Leads to assess funding beyond current contract period. LA contributions confirmed for contract period 1 Sep 22-31 Aug 23.	3	4	12	n/a	Please see current controls	2	3	6	LEP CEO/Head of Partnerships & Strategy	01.04.23	Live	↔
-----	---	--	--	---	---	----	-----	-----------------------------	---	---	---	---	----------	------	---

Data compromised - put on corporate risk register

	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

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

Blank Page

## MARCHES LEP LTD PRMC MEETING PAPER

<b>Meeting date:</b>	15 <sup>th</sup> Dec 2022				
<b>Agenda Item:</b>	Item 5				
<b>Item Subject:</b>	Oxon Link Road - Update				
<b>For:</b>	<b>Discussion</b>		<b>Decision</b>		<b>Information</b> <b>X</b>

### Purpose of the Paper:

To update PRMC on progress with the delivery of the Oxon Link Road (OLR) project

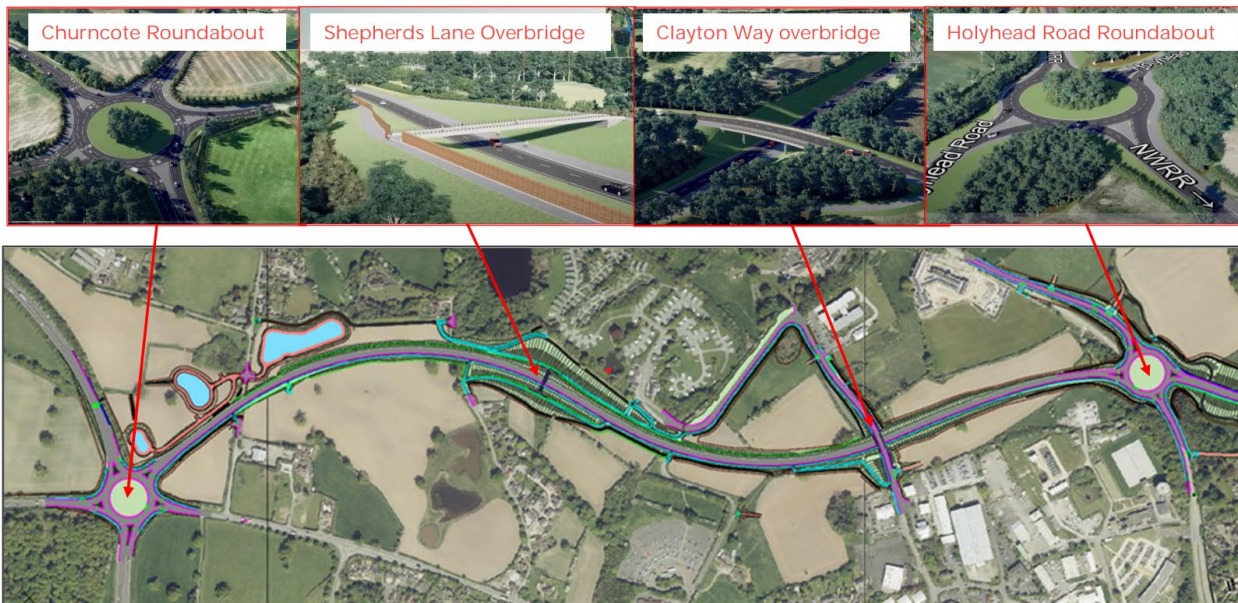
### Summary of Recommendations:

To note;

- Project scope
- Progress to date
- Key Risks
- Risk Mitigations
- Proposed timeline to completion

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

### Project Scope



The scheme consists of the following key activities:

- 1) Construction of a new single carriageway link road between Churncote Roundabout and the B4380, with associated infrastructure e.g. pedestrian bridges and carriageway bridge structures;
- 2) A new roundabout on the B4380 to accommodate the OLR;

Core objectives include:

- Improving resilience in the local road network.
- Delivering Core Strategy housing targets.
- Opening up employment land, creating jobs and supporting economic growth and competitiveness.
- Reducing road traffic accidents; and
- Allowing the form and function of Welshpool Road to be altered in favour of more sustainable modes of transport.

Key outcomes and outputs include:

- Full SUE West allocation of 750 dwellings and additional employment floor space;
- Increase in pedestrian and cyclist activity on Welshpool Road;
- Journey time reliability between the A5 and Shrewsbury Town Centre; and
- Increased economic outputs for Shropshire.

**Progress to Date**

- Outline design – Completed
- Planning submission – initial submission (combined with wider NWRR) 19<sup>th</sup> Feb 2021
- Supplementary Planning submission (incl. Cost and Carbon reductions) – Aug 2021
- Design development and Stage 1 Early Contractor Involvement – Completed April 2022
- Early Contractor Involvement Stage 2 - Commenced June 2022
- Procurement of Contractor – commenced Nov 2022

**Key Risks**

**a. Planning matters**

- Due to the nature of the scheme, and the proximity to key sensitive assets and environmental constraints, the process of submitting the planning application and agreeing and scoping pre commencement conditions, with the Environment Agency (EA) and Severn Trent Water in particular, has been unexpectedly prolonged. Extensive and detailed additional Ground Investigations, as stipulated by EA, have elongated the planning process by up to 12 months over initial expectations.
- At the point of Planning Consent, the project is accommodating the risk/expectation of challenge / JR in the below programme.

**b. Programme slippage**

- Revisions to the original programme based on planning delay and contractor procurement have been accommodated incrementally as the project advances. Further delays realised due to late planning determination will then affect the instigation of CPO and environmental accommodation works.

- Delays due to the seasonal nature of certain environmental mitigation works could impact the programme at construction mobilisation, dependant on the time of year that contractor award is achieved.

**c. Contractor and materials procurement**

- The nature of the works required, the contractor requirements based on this, and the materials required to construct the OLR are currently seeing high demand in the open market. This may lead to delays in construction commencement and the present extraordinary inflationary costs (15%-30%pa Est) around key materials impacting the programme and outturn cost.

**d. SUE West Masterplan**

- The current review (2022/3) of the SUE West Masterplan (from which the OLR derives is required local match funding receipts) may result in adjusted numbers of dwellings and employment land allocations.

**e. Variance to current LEP OLR Contract**

- Based on the above risks, it will be necessary to reset and clarify certain aspects of the OLR contract with the LEP to ensure that there is a common understanding of the forward programme to completion and final costs estimates.

**Risk Mitigations**

**a. Planning matters**

- Ongoing and very positive engagement with EA and STW is currently allowing informal review of the required Supplementary Environmental Information due to be submitted formally on 19<sup>th</sup> Jan 2023. As part of this process, discussions around pre commencement conditions is also being undertaken with EA and the Local Planning Authority (LPA), in order to achieve the removal of the current holding objections by key statutory consultees.
- In order to evaluate and mitigate the chance of a successful challenge being made to planning determination, both the OLR project (as applicant) and the LPA have engaged external Counsel to review the application SEI submission, and also the future recommendation report for Planning Committee. In order to manage any challenge around Shropshire Council as applicant and also LPA, effective and demonstrable separation of the two functions has been in place since project inception.

**b. Programme slippage**

- The revised timeline below shows that the critical path for the project is now driven by the contractor procurement exercise, rather than planning determination. In taking this approach, the project can achieve certainty around mobilisation dates early, and in doing so will be able to manage cost estimates and inflationary impacts far more accurately. Contractor engagement will also allow a full review of the current cost estimates and

programme to achieve efficiencies in cost and programme time with input from the supply chain at the earliest available opportunity. In order to start this process, the project has already engaged both Balfour Beatty (through the SCAPE framework), and Kier (under the current SC Term Maintenance Contract) in order to review and optimise the projects costs and programme to this stage. Such an approach will give both the LEP and Shropshire Council confidence of a rigorous market test on costs, and also maximise any opportunities to expedite the completion date through management of environmental and seasonal opportunities in the workflow.

**c. Contractor and materials procurement**

- The Council has reviewed options to mitigate price increases and programme delays. The current OLR scheme now incorporates design changes that deliver appreciable savings on relative scheme costs and reduce the programme.
- At this stage in the project the forward programme can be considered as two elements; the period up to the start of works on site, and then the construction duration. The nature of the works and the route of the OLR introduce seasonal constraints associated with environmental and practical considerations. As a result, there are some limitations on the ability of any contractor to reduce the construction duration overall. However, it remains possible to remove certain aspects of the works and complete these in advance under a separate “enabling works” contract. By delivering some of the works under an enabling works contract the main works scope can be reduced. If the enabling works contract is therefore carried out in parallel with other activities, such that it does not delay the start of the main works, there would be a saving in the duration of the main works and the OLR would be open sooner. To deliver the enabling works, a separate contract procurement exercise will be necessary.
- The Council has also considered measures to minimise the period between planning determination and starting the main works. There are several parallel activities necessary before works can commence on site as follows:
  1. Land acquisition
  2. Discharge of pre-commencement planning conditions
  3. Conclusion of negotiation and agreements with utility companies for diversions
  4. Procurement of a Principal Contractor to undertake the main works
- In taking the above approach, the Council is ensuring the delivery of the OLR in the most cost effective and timely way

**d. SUE West Masterplan**

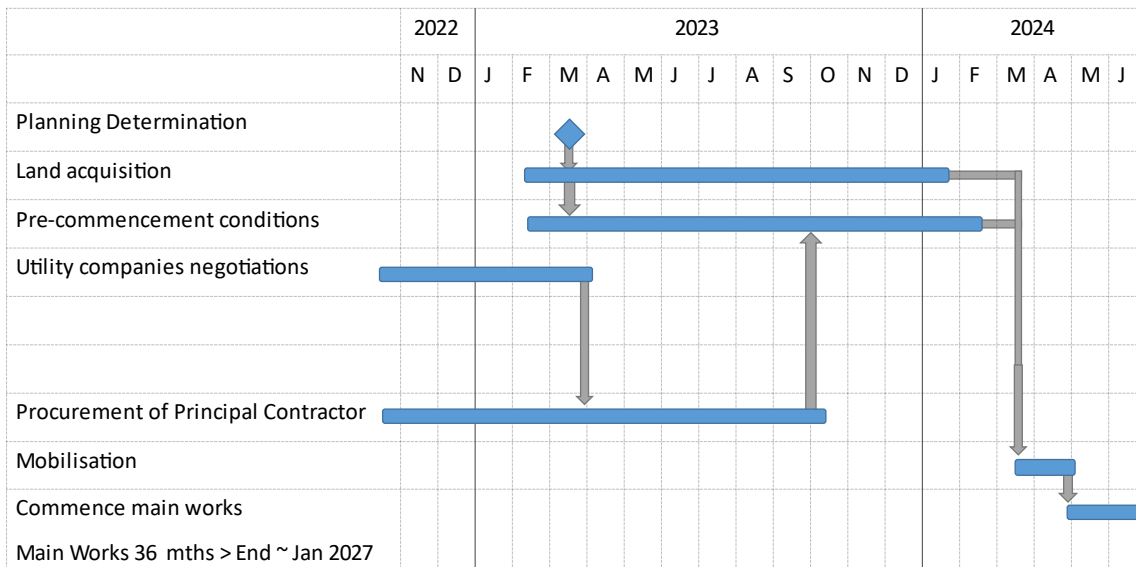
- The project is ensuring that the contracted outputs and financial input through developer contributions are effectively “baked in” to the SUE West Masterplan review. In doing so, the funding and deliverables for the project will be assured, whilst also taking any further opportunities that may arise to exceed both the financial and output requirements of the OLR

**e. Variance to current LEP OLR Contract**

- Following the gaining of planning consent, it is the intention of the Council to engage with the LEP in order to amend as necessary the contractual matters around programme and cost to completion of the OLR. It is expected that this will be commenced Spring 2023 and further reports on this made to PRMC and other LEP committees as required. It is expected that the overall contracted outputs delivery will be unaffected by this.

**Forward Programme**

The following programme describes the revised milestones to completion. The final Supplementary Environmental Information documentation is due to be delivered to the LPA on 19<sup>th</sup> Jan 2023 and the below is based on a forward plan from that date. It should be noted that, at this stage, no opportunities that may arise from further contractor engagement through procurement have been assumed, and the below is therefore a “worst case scenario” around duration at this stage. In advance of engagement with the LEP around revised contract details, this will be further refined to capture such confirmed opportunities to accelerate the project completion date.





**Financial implications:**

LEP – none, Growth Deal drawdown now complete.  
Shropshire Council – Responsible for overrun / costs and required local match under current project contract.

**Legal implications:**

None

**Risks, opportunities and impacts:**

See above

**Equality implications:**

N/A

**Additional information:**

N/A

**Report Author:**

Matt Johnson - Manager, Strategic Projects, Shropshire Council

**Background papers/documents:**

N/A

Blank Page

## HCCTP update December 2022

Hereford City Centre Transport Package (HCCTP) is an integrated programme and the LEP Funding Agreement consists of the following three elements:

- A new City Link Road (CLR) which was completed in 2017;
- Improvements to the public realm and the facilities for walking, cycling and public transport modes; and
- A new Transport Hub at Hereford railway station.

Key dates from the signed funding agreement

- Date commenced: 8<sup>th</sup> July 2014
- Project Completion: 31<sup>st</sup> December 2019
- Final claim date: 31<sup>st</sup> December 2020

Funding update: The total project costs in the Funding Agreement dated December 2015 was £40.651 m and comprised:

- £16m Growth Deal funding, (spent and claimed)

	Match transactions submitted	Match transactions accepted – following sampling*
Previous Years	17,217,905.84	15,722,858.83
19/20	685,154.99	685,154.99*
20/21	371,570.65	371,570.65*
21/22	988,981.34	988,981.34*
Match evidence total required	24,651,000	17,768,565.81
<b>Variance/match funding still to evidence</b>		<b>6,882,435 ( future Transport Hub spend )</b>

- £24.652m Herefordshire Council match.

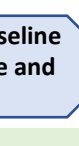
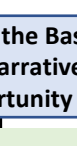
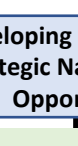
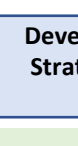
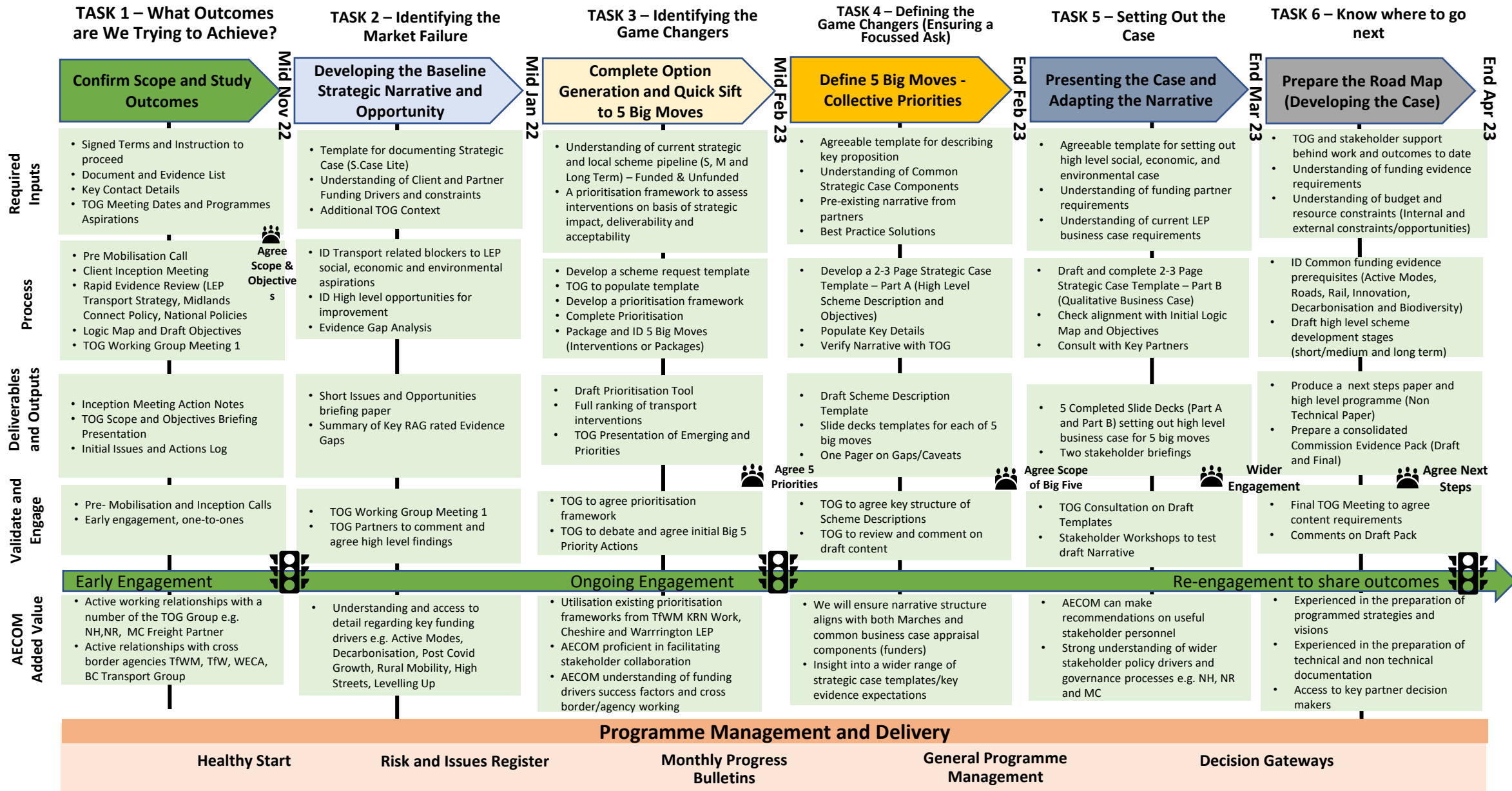
The outputs are on track, and some have overachieved:

Output/Activity	Contracted outputs	Actual Claimed to Date	Variation	Risk Rating
Jobs Created *originally jobs were omitted from the contract but were later added	760	803	Overachieved target by 43	
Housing Units	800	240 – reported 746 actual completions to be reported	Housing completion target will likely be met by end of 2023, original Agreement allows until 2032.	2014-18 – 107 2019/20 - 133 2020/21 - 151 2021/22 – 355 <b>746 – Total as at April 2022.</b>
Length of Newly Built Road (km) City Link Road (CLR)	0.8	0.8		

A re-profiling exercise was done in Feb 2018 and was approved by the LEP Board, but was not signed on the Herefordshire Council side. The re-profile had 2022 as the deadline for evidencing spend.

Blank Page

## Commissioning and Mobilisation



Agree Scope & Objectives



Agree 5 Priorities



Agree Scope of Big Five



Wider Engagement



Agree Next Steps



Early Engagement



Ongoing Engagement



Re-engagement to share outcomes



---

# Our Brief

AECOM's remit will include helping the TOG group to:

- Develop a pipeline of strategic transport projects across the Marches in conjunction with neighbouring authorities and the Sub-National Transport Body
- Work with partners to agree priorities
- Help articulate and raise the profile of the Marches' transport needs
- Identify funding opportunities and lead on bids for funding as appropriate
- Identify innovative solutions for the transport issues identified
- Co-ordinate the work of the Marches Transport Officers' Group (TOG) and agree the agenda with the chair / Marches LEP in its role as secretariat
- Commission studies to support business cases as required
- Update the TOG on latest government transport policy
- Ensure projects fit with the West Midlands Strategic Transport plan and other strategies as appropriate

The agreement will run to 28 April 2023 with the possibility of an extension subject to future funding.

Blank Page

## PRMC Project Forward Plan 2023

<b>PRMC Meeting</b>	<b>Project to be invited</b>	<b>Notes</b>
<b>Thu 16 February</b>	<b>Midlands Connect Transport Summit Update</b>	<b>Project Update</b>
<b>Thurs 27 April</b>	<b>Marches Energy Grant scheme (Energy Fund)</b>	<b>To provide update on project demand and provide 2-3 case studies.</b>
<b>Thurs 22 June</b>	<b>Oxon Link Road</b>	<b>To provide further update on planning, contract procurement, programme slippage and additional costs to deliver. Last update at PRMC in December 2022.</b>
<b>Thurs 24 August</b>	<b>Herefordshire, Ludlow and North Shropshire Green Skills project update (Energy Fund)</b>	<b>Project Update</b>
<b>TBD</b>	<b>EA Technology and National Grid monitor project (Energy Fund)</b>	<b>Project Update</b>
<b>TBD</b>	<b>Wetlands</b>	<b>Project Update</b>
<b>TBD</b>	<b>Herefordshire City Centre Improvements</b>	<b>Project Update</b>
<b>TBD</b>	<b>NMITE</b>	<b>Project Update</b>
<b>TBD</b>	<b>Pride Hill</b>	<b>Project Update</b>
<b>TBD</b>	<b>Stronger Communities and Station Quarter</b>	<b>Project Update</b>



**End**