

MARCHES LEP PERFORMANCE RISK & MONITORING COMMITTEE (PRMC) MEETING	
24 August 2023	2.00 – 3.30
Virtual Meeting	

ATTENDANCE LIST		
Chair	Sonia Roberts	Deputy Chair of the MLEP Board
Vice Chair	Sara Williams	Board Member
	Frank Myers	Board Member
	Alex Green	Board Member
Supporting Officers	James Walton	Section 151 Officer, Shropshire Council
	Andrew Lovegrove	Section 151 Officer, Herefordshire Council
	Ken Clarke	Section 151 Officer, Telford & Wrekin Council
	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
	Mark Schneider	Marches LEP Head of Business Development & Delivery
	Kathryn Jones	Marches LEP Head of Partnerships & Strategy
	Jo Grivell	Marches LEP Office Administrator
	Govin Aujla	Assistant Director, Cities & Local Growth Unit
	Alex Collins	Deputy Area Lead, Cities & Local Growth Unit
Guest Speakers	Tim Yair	Principal Net Zero Project Officer
Guest Speakers	Joe Bubb	Shropshire Council, Economic Growth Project Development Manager

AGENDA				
Item	Time	Description	Lead	Paper
1	2.00 pm	Welcome, introductions and apologies. Declarations of interest.	SR All	
2	2.05 pm	Draft minutes of last meeting on 22.6.23 and matters arising.	SR	✓
3	2.10 pm	Marches LEP Update a) Future role of LEPs update b) Transport Consultation by AECOM update c) Land Use study update	SR/RL MS KJ	
4	2.20 pm	Top Risk Registers Review/Update a) Corporate Risk Register b) Programme Risk Register	MS	✓
5	2.30 pm	Marches Energy Grant Update	TY	✓

6	2.50 pm	Oswestry Innovation Park Project Update	JB	√
7	3.10 pm	Performance Monitoring – exceptions a) Growth Deal & Getting Building Fund update i. Oxon Link Road Update ii. Review of Outputs b) Growth Hub update (including events) c) Energy Projects d) Key Account Management (KAM) e) Skills Support (Marches Careers Hub)	MS MS MS MS RL KJ KJ	√
8	3.25 pm	Any Other Business		

Next meeting: Thurs 26 October 2023

Future meetings:

Thurs 14 December 2023

PRMC Meeting Date	Projects to present at meetings
Thurs 26 October	EA Technology and National Grid monitor project (Energy Fund) Herefordshire Low Carbon Technology Centre (Energy Fund) Marches Career Hub
Thurs 14 December	Stronger Communities and Station Quarter Marches Centre for Excellence in Healthcare

Distribution:

Attendees as listed above.

cc:

Will Westley, Deputy Chair of Marches LEP

Nicky Higgins, Shropshire Council, Finance

Sharron Stubbs, Shropshire Council, Finance

Ross Cook, Herefordshire Council, Economy & Environment

Katherine Kynaston, Telford & Wrekin Council

Mark Barrow, Shropshire Council

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Minutes of the Marches LEP Performance, Risk & Monitoring Committee (PRMC) Thursday 22 June 2023

Present

Sonia Roberts (Chair)	SR	Chair of the Marches LEP Board
Alex Green	AG	Marches LEP Board Member
Sara Williams	SW	Marches LEP Board Member
Frank Myers	FM	Marches LEP Board Member
Ben Jay	BJ	Shropshire Council AD Finance & ICT
Rachael Hart	RH	Deputy Section 151 Officer, Herefordshire Council
Rachel Laver	RL	Marches LEP Chief Executive
Mark Schneider	MS	Marches LEP Head of Business Development and Delivery
Kathryn Jones	KJ	Marches LEP Head of Partnerships and Strategy
Jo Grivell	JG	Marches LEP Office Administrator
Alex Collins	AC	Deputy Area Lead, Cities & Local Growth Unit
Susan White	SW	Herefordshire Council - HCCI
Neil Batt	NB	Herefordshire Council - HCCI
Sarah Jones	SJ	Shropshire Council – Pride Hill Centre
Tim Pritchard	TP	Shropshire Council – Pride Hill Centre

ITEM		ACTION
1	<p>Welcome, apologies and introductions</p> <p>The Chair welcomed everyone to the meeting and introduced the guest speakers from Herefordshire Council presenting an update on Herefordshire City Centre Improvement project - Susan White and Neil Batt; and also Sarah Jones and Tim Pritchard, from Shropshire Council, presenting an update on the Pride Hill Centre project.</p> <p>Apologies were received from Ken Clarke, Andrew Lovegrove, Mark Barrow, Karen Morris, Dainy Runton, James Walton and Govin Aujla.</p> <p>There were no declarations of interest. With reference to agenda item 2, Rachael Hart confirmed that she was a Director of Cyber Quarter Ltd.</p>	
2	<p>Minutes of the last meeting and matters arising</p> <p>The minutes of the last meeting on 27 April 2023 were reviewed, checked for accuracy, and approved as an accurate record of the meeting.</p> <p>Carried Forward: The LEP Board has held an initial meeting to discuss options for the future of the LEP, including continuing with a revised focus or having an orderly wind down. A paper will be presented to the LEP Board in June, and further discussions will take place. Update 22 June 2023: The June Board Meeting was cancelled therefore the paper outlining the proposal for the LEP’s future will now be presented at the July Board Meeting.</p> <p>Update to the presentation from Cyber Quarter at meeting on 27 April 2023: RL and KJ met with representatives of Cyber Quarter from University of Wolverhampton, to discuss the ongoing viability of the Cyber Quarter. People have got used to doing training remotely since COVID and the accessibility with it being in Herefordshire is not ideal. UofW are underwriting the costs currently but are developing other options to diversify if it is not sustainable in its present format. For example, they are considering operating it as a Security Operating Centre (SOC) that can be offered as a service to SMEs.</p>	RL

	<p>Carried Forward: SW asked for a list of the manufacturing companies that NMITE is currently working with and what the scope is to reach out wider. SW works for one of the largest manufacturing companies, Protolabs, in Shropshire and wider area. Action: A list of partners can be found on the NMITE Partners NMITE website but JN agreed he would send the list to JG to circulate to the group. Update 22 June 2023: No list had been sent by JN, JG would follow up and circulate to the committee.</p>	<p>JG</p>
<p>3</p>	<p>Marches LEP Update</p> <p>a) Future role of LEPs update SR and RL gave the following update: There has been a lot of discussion on LEPs nationally. Where there are devolution deals in place they are being merged into Local Authorities. In the case of the Marches, the local authorities are working independently so there is no body that covers the whole geographic area and there is no reasonable devolution deal in the offing. There is a strong appetite from private sector businesses for there to be an advocate that covers the whole area. The LEP is working on options and will provide updates in due course.</p> <p>b) Land Use Study An extension and extra funding have been agreed for this work because the scope has widened. An event is being planned for 28 September 2023 to launch the report, and subject to Board approval, the LEP is looking to put £100,000 into innovative low carbon land-based projects to further some of the work identified in the study. A call for applications will be launched at the event in September.</p> <p>c) Transport Consultation The Department for Transport and Midlands Connect visit that took place in Herefordshire, Shropshire and Telford and Wrekin from 6-8 June was a huge success and has helped stakeholders understand the area and the transport challenges a little better, which will help when partners start to put in business cases for transport projects. The transport consultation work has fallen slightly behind schedule but is expected to complete in the next few weeks. Action: Plan to share the findings at the next PRMC committee meeting on 24 August 2023.</p> <p>d) Skills Bootcamps The LEP is still considering an application to the Department for Education to administer Skills Bootcamps funding for training where there is evidence of employer demand for short course provision. Discussions with a range of employers, sector groups and training providers are ongoing. DfE has advised that the funding has now been extended in FY24/25 which allows us more time to develop a fully evidenced funding bid. We are also promoting national provision that is already available so that local businesses can benefit from this.</p>	<p>RL</p> <p>MS</p>
<p>4.</p>	<p>Top 5 Risk Registers MS gave an update on the Top Risks and any new or changed risks.</p> <p>A) Corporate Risk Register The top corporate risks remain unchanged and relate to the uncertainty of LEPs. A new risk has been added, concerning the lack of clarity from the Board about the future role of the LEP post April 2024. This is related to the other risks and more specifically talks about the risk of staff leaving which would impact on the LEP's ability to deliver its core business.</p> <p>B) Programme Risk Register The inability of the LEP team to deliver the various programmes due to staff leaving or lack of</p>	

	<p>funding remains an issue because of the uncertain future of the LEP.</p> <p>The other risks highlighted were linked to specific projects, the Oxon Link Road, the Hereford City Centre Improvement package, the Integrated Wetlands Scheme and the Pride Hill Centre redevelopment. Representatives of Hereford City Centre Improvement Project and Pride Hill Centre Project presented their updates to the committee which is documented at item 5 & 6 of these minutes.</p> <p>Oxon Link Road still remains high risk until there is a planning decision in July 2023 and Integrated Wetlands is still a concern. Detailed updates on Oxon Link Road and Integrated Wetlands are covered in item 7.</p>	
<p>5</p>	<p>Hereford City Centre Improvement Update</p> <p>Susan White (SW), senior project manager at Herefordshire Council, gave a really informative presentation and general update on each of the Herefordshire City Centre Improvement projects. SW was joined by Neil Batt, Programme Manager for Transport, Place Making and Highways, to assist with the Q&A section of the update.</p> <p>The overall project is on track for completion by March 2024.</p> <p>The Shop front improvement grant scheme project was flagged as a concern. There have been 16 pre-application forms received to date; 11 of which have been invited to submit a full application. Only one has been received to date. Businesses are asked to do the pre-application form first as they did not want them to go to the expense of getting designs drawn up if they were found not to be eligible.</p> <p>The estimated time for businesses to go through the process is around 7-8 months, due to the planning permission process and long lead times on materials and availability of contractors to do the work, therefore the project requested to extend the completion date from March 2024 to allow all the applicants enough time to go through the process and defray invoices. The project proposed a few alternatives to help meet the deadline date but feel extending the timeline by 6-months was the best value for money option. SW advised they needed longer to enable them to increase the pipeline of businesses to ensure they achieve the spend, and also to allow enough time for the businesses to go through the full end to end process.</p> <p>Herefordshire Council's request was put to a vote. FM stated he did not feel a blanket extension was the best option. SR proposed a 3-month extension which was approved and requested that the project keep the pressure on to increase the pipeline and update the committee again in another 3-6 months on progress. Action: MS to register the 3-month extension on project documents.</p>	<p>MS</p>
<p>6</p>	<p>Pride Hill Centre Update</p> <p>Sarah Jones (SJ), Growth Programme and Strategy Manager and Tim Pritchard (TP), Programme Manager at Shropshire Council gave a presentation and general update on the Pride Hill Centre project.</p> <p>See the Pride Hill Centre project paper for headline information. Details of the wider Riverside development project and levelling up funding can also be found on Shropshire Council webpage.</p> <p>There is currently a review going on of the masterplan to ensure it is still relevant and some professional project team appointments have been made. In terms of the demolition of the Pride Hill Centre, Shropshire Council may look to retain some elements of the structure where it will save time and costs. The biggest challenge is planning. Shropshire Council is working closely with the Environment Agency, because of the proximity of the site to the River Severn. Planning applications should be in by summer 2024.</p>	

	<p>RL asked what contingency plans there are for inflation and interest costs. TP advised they are keeping an eye on the uncontrollable aspects of the project and managing it as a risk. Rivington Hark have done an appraisal and within that have allowed for inflation. There is contingency built in, if the costs should rise so that the Council would be able to meet the costs.</p> <p>SR asked about the safeguarded jobs. SJ advised that they were able to help relocate some of the businesses to the Darwin Centre, whereas they would have moved out of the town if they could not have relocated. That safeguarded some of the jobs for example HMV and Wilko, and evidence is available to validate this.</p> <p>The PRMC will continue to monitor this project and invite them back to provide an update in early 2024. Action: MS to add to the Forward Plan for 2024.</p>	MS
7	<p>Performance monitoring – Exceptions</p> <p>a) Growth Deal Update and b) Getting Building Fund update.</p> <p>i. Oxon Link Road (OLR) remains at high risk of non-delivery. The planning application for the wider North West Relief Road including OLR is due to go to planning committee on the 18th July. An email was sent to Shropshire Council highlighting concern that if NWRR is not approved, it will impact delivery of the Oxon Link Road as it is part of the planning permission request.</p> <p>The request was for Shropshire Council to reassure the LEP that, if approval is not given, that the Oxon Link Road should be uncoupled as requested last year, and to provide a schedule of how long OLR would take to deliver. Shropshire Council advised it would not be practical to deliver the schedule in such a short space of time before the planning committee meeting on 18 July 2023. However, they remain confident that a positive decision will be made on 18 July 2023 and the work would proceed in the New Year (February or March 2024).</p> <p>SR stated that the planning committee are meeting on the morning of the LEP Board on 18 July 2023, so any decision on whether the project received planning permission should be known in time for the Board meeting.</p> <p>The Board needs to consider the viability of the project if planning is refused or deferred and whether the LEP should consider clawback of the funds for Oxon Link Road. It is understood that OLR would still requires planning approval if NWRR is not approved. Invitation to tender documents would need to be re-written and a tender process run, meaning it is unlikely a project could start even if planning is approved for OLR, and Shropshire Council can meet the costs, until January 2024 at the earliest. Funding for the project was approved in 2017, so 6 years later to still not have planning permission raises considerable concerns for the LEP.</p> <p>RL asked for the PRMC to agree a recommendation to the Board on how to proceed. AC asked if the project does lead to clawback where would the money go. RL advised that projects that could deliver in a short time frame in line with the original LGF criteria would need to be identified and evaluated through an open and transparent process.</p> <p>BJ advised as the accountable body that Shropshire Council would have to ensure that any clawback was enacted in line with the contract, and ensure any money recovered was spent for a similar purpose as the initial grant. For example, as it was Local Growth Fund it would be capital funding to support local projects which help overcome strategic barriers to growth.</p> <p>SR proposed that PRMC recommend to the LEP Board that it trigger clawback if:</p> <ul style="list-style-type: none"> • the plans do not go to committee when it is scheduled to on 18 July; • the plans are not approved for the NWRR, or • there is no approved start date for work to commence on site for the Oxon Link Road <p>by the time the Board meets given that decoupling the project was requested last year and</p>	

	<p>assurances were given by the council.</p> <p>The recommendation was put to the vote and was approved by the Board member representatives. The PRMC has been extremely patient with this project.</p> <p>Action: Board paper to be produced outlining PRMC recommendations.</p> <p>ii. Integrated Wetlands</p> <p>There is a concern about the supply of project information to the LEP; in particular, the number of sites that have been purchased and hectareage and the money spent on them. The LEP has been given information on two of the sites that have been purchased, Luston and Titley, and some information on the Tarrington site, but it is not a deed transfer document. The LEP has been chasing the information from Ben Boswell from Herefordshire Council, but it has not been forthcoming. The information relates to:</p> <ol style="list-style-type: none"> 1. The number and size of sites acquired. 2. The amount that has been spent on the acquisition of the sites is unclear. In the original proposal the target was to spend £596,301 on the purchase of sites. We have only been able to identify £349,000 on the transaction sheets. 3. The match funding information linked to the transaction lists is also incomplete, there is at least £100,000 of match that has been claimed that it is still outstanding evidence. <p>The Wetlands project has therefore been added back as a risk due to the lack of transaction evidence.</p> <p>FM asked what the sanctions are for the project. RL advised that if the LEP does not have the information within 2-weeks that it would look to clawback the money. If they cannot evidence the £1m then they have not fulfilled their obligations. The situation with the lack of information has gone on long enough, and the quality of the information has been quite poor which has meant the LEP has had to pay Shropshire Council Finance Team to spend considerable time deciphering check all the information that has been provided.</p> <p>Rachael Hart from Herefordshire Council apologised for the missing information despite assurances from her colleague Ben Boswell. BB has confirmed to her he is in receipt of the evidence. Action: RH advised she would personally follow up to ensure the evidence is sent to the LEP including quality assuring the information first, and that includes the detail being asked for i.e. evidence for the £1m spent and the £1m match.</p> <p>RL suggested that if the LEP does not receive the information, the project should be invited to present at the next PRMC in July to explain their position. Action: MS to invite BB to next meeting if information not received.</p> <p>b) Growth Hub Update</p> <p>MS provided the following update:-</p> <p>The Growth Hub team has been working with the local authorities who are in the process of launching their Shared Prosperity Funds (SPF) schemes.</p> <p>A Finance event was held in Herefordshire on 21 June 2023, which was run with British Business Bank, Midlands Engine Investment Funds covering loan investments. There are a series of other events being planned, an event focusing on procurement on 25 July, followed by events covering Bid Writing, a potential joint Growth Hub & Careers Hub event looking at approaches to recruitment, Innovation and Intellectual Property topics.</p> <p>SR highlighted there was some confusion with local businesses that some of the initiatives are being limited to the local authority area due to it being paid for by their SPF i.e. if you are not in the postcode area you cannot benefit from the scheme. A similar issue is happening with events where some are only open to businesses within the local authority area whereas in the past all businesses across the Marches could attend. The Marches Growth Hub has always been seen as a consistent support mechanism for businesses across the Marches. The</p>	<p>MS</p> <p>RH</p> <p>MS</p>
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	<p>provision of business support products which are specific to a local authority only has been described as the postcode lottery.</p> <p>AG highlighted that was some confusion over how enquiries are being dealt with for the WM SME Grant Programme Birmingham City Council which is also being offered by Shropshire Council to businesses in Shropshire. An enquiry had been passed around various teams as it was not clear who should be dealing with it.</p> <p>Note: The website states Birmingham based businesses should contact the GBSLEP Growth Hub on 0800 032 3488. Shropshire based businesses should contact the Marches Growth Hub Shropshire helpline on 01743 250526.</p> <p>AC stated he would feed this information back to central colleagues at the SPF programme.</p> <p>c) Energy Projects RL gave the following update: The contract has now been signed by Worcestershire Council for the Marches Energy Grant scheme. The staff have put in place and the enquiries have been handed over. There has been a total of 417 enquiries; of which 96 have been contacted and had energy audits conducted. It has been frustrating that it has taken so long but it is now underway.</p> <p>d) Key Account Management (KAM) Our new delivery model in FY22/23 saw us meet and exceed our contractual targets. The Marches LEP has successfully secured funding for FY23/24 from Department for Business and Trade, and, following a procurement exercise, has contracted a delivery partner to work with the local authorities. A project meeting will be held with DBT and partners on 10 July 2023 to review progress to date.</p> <p>e) Skills Support (SAP/Marches Careers Hub) The Department for Education funding to support the Skills Advisory Panel ceased at the end of FY22/23 and a final report has been submitted to close this project off.</p> <p>Delivery within the Marches Careers Hub project is on target and a stakeholder conference will be held on 29 June 2023 to reflect on success and plan for the new academic year. The funder, the Careers and Enterprise Company, has received our delivery plan for AY23/24 and we are awaiting formal acceptance of this and the grant offer letter. This will then enable the Marches LEP to update agreements with each of the local authority partners to confirm the funding and targets for the new contract period.</p>	
8	<p>Any other business None.</p>	
	<p>Next Meeting of the Marches LEP PRMC: 24 August 2023 14:00-15:30</p>	

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MARCHES LEP CORPORATE RISK REGISTER
Last updated: 14/08/2023

Risk No.	Risk Description	Description of Potential IMPACT (quantified wherever possible)	Current controls	Residual Risk Ratings			Rationale for Risk Changes	Risk Mitigation	Direction of Travel
				LIKELIHOOD Rating (Very Low 1, Low 2, Medium 3, High 4, Very High 5)	IMPACT Rating (Minimal 1, Minor 2, Significant 3, Major 4, Critical 5)	RISK Rating			
TOP RISKS - In order of Risk Rating (High to Low)									
1.17	The delayed government decision about the future core funding for the LEP has created a lack of consensus in the Board about the future role of the LEP post April 2024	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 and reduced 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 this exposes the programmes to underperformance and risk of clawback 2) Loss of credibility reducing ability to work effectively with stakeholders and partners 3) reducing the time available to spend remaining resources in a sensible, effective and impactful manner	The LEP is seeking legal advice about how to proceed if the board remains split over the future of the LEP	5	4	20	On the 4th August the government confirmed in a letter that the functions and activities of the LEP network should be transferred to LAs or combined authorities		↑
2.6	Continuing uncertainty over the future of the LEP will result in loss of staff and lead to unfilled vacancies	Disruption to the day to day 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. LEP staff will be kept informed of any changes that will have an impact on the future of the LEP	5	4	20	On the 4th August the government confirmed in a letter that the functions and activities of the LEP network should be transferred to LAs or combined authorities	Most employee contracts finish at the end of March 24, however it is likely that the close down of the LEP and transfer of assets, novation of contracts etc. will take longer to complete. Therefore, to ensure a smooth transition a review of contracts will take place to identify which may need to be extended beyond March 24.	↑
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. Continue to deliver all programmes well and look to proactively use the limited resources e.g. the Energy Fund, Land study etc. Continue to feed into the LEP network and BEIS to highlight issues.	5	4	20	On the 4th August the government confirmed in a letter that the functions and activities of the LEP network should be transferred to LAs or combined authorities		↑
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	Contracts that the LEP was responsible for, in particular the MEG are being handed over to 3rd parties. LEP also does not have insurance in place to cover breaches	Get Insurance cover and undertaken GDPR training for the LEP team	↑
NEW RISKS - In order of Risk Rating									
2.11	The perception in the Marches that the LEP will close	Stakeholders, partners & businesses in the Marches stop working with the LEP, causing reputational damage to LEP making it difficult to deliver existing activity and to engage in new activity and partnership working	the LEP is working with Bebold to create a counter narrative that it is business as usual	4	4	16	On the 4th August the government confirmed in a letter that the functions and activities of the LEP network should be transferred to LAs or combined authorities	See current control	*

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

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: 14/08/2023

Risk No.	Risk Description	Description of Potential IMPACT (quantified wherever possible)	Current Controls	Residual Risk Ratings			Rationale for Risk Changes	Risk Mitigation	Direction of Travel
				LIKELIHOOD Rating (Very Low 1, Low 2, Medium 3, High 4, Very High 5)	IMPACT Rating (Minimal 1, Minor 2, Significant 3, Major 4, Critical 5)	RISK Rating			
TOP RISKS - In order of Risk Rating (High to Low)									
2.3	Programmes: Reduced capacity to monitor and manage funds and projects due to LEP Team team leaving or lack of funding.	Lack of monitoring could lead to outputs not being delivered impacting on the economic performance of the Marches, poor delivery, audit issues, clawback of grants, reputational damage	Staff to work flexibly across different parts of the business to allow continuity of service and biannual reporting by the projects. The government confirmed that on the 3rd August that the functions of the LEP would be transferred to the LAs	5	4	20	The government confirmed that on the 3rd August that the functions of the LEP would be transferred to the LAs	Please see Current Controls	↑
3.20	Programmes: Non delivery of Oxon Link Road	Loss of LGF Grant (£4.19 million); 1090 jobs, 12 hectares of employment land, 835 housing units, 1.14km of new road, 2.05km of road resurfaced & 4.22km of cycle way not delivered having a negative impact on economic development; risk of clawback with the LEP required to issue new call and rapidly identify a replacement project	Regular monitoring of the project has been ongoing. Following the cancellation of the planning meeting in July the PRMC recommended to the LEP Board that clawback be considered.	5	4	20	he Board voted at a meeting on the 3rd August to proceed with clawback, although as the meeting was not quorate this decision will have to be ratified in writing by the 15th August	Please see Current Controls	↑
NEW RISKS - In order of Risk Rating (High to Low)									
3.36	Programmes: Marches Growth Hub - Each Local Authority is adopting a different approach to delivery of the UKSPF programme	Lack of consistency across the 3 Growth Hubs will impact negatively on the businesses supported reducing economy impact, cause reputational damage to the Hubs, LEP	Awareness raising providing information on the business support available across the 3 local authority areas	4	4	16		Please see Current Controls	*
2.21	Programmes: Marches Energy Grant (MEG) is over subscribed	Eligible businesses are unable to access the MEG leading to reputational damage	With agreement of the board, the LEP has the resources available to increase the amount of money available for the MEG programme	3	3	9		Please see Current Controls	*
2.22	Programmes: Transport study undertaken by AECOM Ltd does not result in the delivery of any projects	The money invested by the LEP in the activity does not achieve the desired economic impact for the Marches leading to reputational damage	The LEP is making additional funds available to allow any projects identified in the AECOM study to be further developed into outline business cases	3	3	9		Please see Current Controls	*
2.23	Programmes: The landuse study does not result in the delivery of any projects	The money invested by the LEP in the activity does not achieve the desired economic impact for the Marches leading to reputational damage	The LEP will promote the Land-use study at an event September 2023 to ensure that it has the highest profile possible with stakeholder organisations in the Marches	3	3	9		Please see Current Controls	*

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

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

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Tim Yair

Marches Energy Grant



Background

- Schemes such as Business Energy Efficiency Project (BEEP), Low Carbon Opportunities Fund (LoCOP) and Marches Renewable Energy (MarRE) have shown high levels of demand for grant funding.
- The Marches LEP and the Local Authorities recognised the importance of supporting businesses with energy problems, particularly in light of the recent increases in the cost of energy.
- Previous schemes have mostly been funded through ERDF, so have been restricted in their offering by EU rules and regulations, including only being able to offer support to B2B businesses.

Schemes have included:

- Renewable energy systems, such as solar panels
- Lighting including LED conversions, movement / light sensors
- Fast acting roller doors / De-stratification fans
- Variable speed drives & compressors
- Electrification of plant & machinery /
- Energy efficient equipment for process improvements
- Waste heat management systems
- Energy management system
- Heating (including heat pumps), insulation and double/triple glazing
- Waste reduction and recycling measures

Previous EU funded schemes have helped identify:

- Potential financial savings of £1.8M
- Install over 2MW of renewable energy generation
- Saved around 4,500tonnes of CO₂e emissions from the Marches region

Marches Energy Grant (MEG)

- The MEG project builds on the success of previous programmes such as MarRE fund, Low Carbon Opportunities (LoCOP) fund and the BEEP grant scheme.
- As it is funded by the LEP and the Local Authorities SPF allocations, MEG is designed to be less restrictive as to where its funding can be spent.
- It is intended that the project will also complement the Cool Shropshire & Telford platform and Herefordshire's 30 for 2030
- Grants worth up to £20,000 are available for eligible businesses after an assessment has been completed.
- Sectors not eligible for support include Primary agriculture, Schools and Public sector funded organisations (except parish or town councils).





MEG Energy Assessments

The [Marches Energy Grant \(MEG\)](#) scheme offers free advice, energy assessments and grants for energy efficiency and renewable energy measures to SMEs in Herefordshire, Shropshire and Telford & Wrekin. MEG will also be available to support community buildings.

Assessments are for those who wish to use their energy more efficiently, reducing costs and improving environmental credentials.

Four Levels of Free Support for Businesses and Organisations:

- Telephone support (up to 2 hours)
- Desktop decarbonisation support (4-6 hours)
- Decarbonisation reviews (7- 12 hours) [min £5k energy spend]
- Extended decarbonisation support (13-35 hours) [high intensity users]

Decarbonisation reviews include:

- Examining the fabric of the building(s) and use of energy, water, waste, transport and products and services - providing a current carbon footprint
- Identifying actions that will improve efficiency, and the financial and savings in CO2e as a result of implementing these changes.
- Identify opportunities for introducing renewable energy & resource systems

MEG Capital Grant



Grant funding to help fund the implementation of energy saving initiatives including LED Lighting, Heating and Insulation and Renewables

Grant values

- £1000 - £20,000

Eligibility

- SME or a community building based in Worcestershire or The Marches
- Total carbon reduction in the range of 10% to 25% (cost per CO2 criteria in certain areas as well)

Examples of measures that could be funded:

- Lighting, Compressors, Insulation, Fast-shutting doors, Renewable technology, Energy Storage, Electric Forklift & Machinery, Heat Recovery, Energy management, Heaters and boilers, Energy efficiency equipment that leads to process improvements

Main Outputs (depending on specific criteria):

- CO2 emissions saved (in tonnes and overall percentage, for specific areas)
- New to firm technologies or processes (not all applicants)
- Increase in kWp renewable energy generation capacity (not all applicants)

Current MEG workload



MEG has generated considerable interest.

Worcestershire is currently working through the pipeline list:

581 companies in total pipeline

88 companies have been contacted to progress directly to the grant stage

28 have registered on the application portal

18 have moved to full application

7 completed applications received, totaling a projected spend of £125k.

3 tenders promoted to local businesses on website [Tenders - Marches Growth Hub](#)

A further 51 have been identified as eligible to progress to support/audit and have been contacted.

Month	# Enquiries*
Dec 22	5
Jan 23	222
Feb 23	49
Mar 23	52
Apr 23	20
May 23	27
Jun 23	17
Jul 23	34
Total	426

Note: MEG has been temporarily closed from 24 July to allow the processing of all the existing applications

Next Steps



- Worcestershire have recently run a tender to increase the support provision across The Marches. As soon as this process has been completed (end of August) a further 143 companies can be provided support.
- Worcestershire and the Local Authority partners are also in discussions with other potential partners including West Midlands Combined Authority (WMCA) and Department for Energy Security & Net Zero (DESNZ) to further strengthen support available to SMEs across the region.



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Growth Deal

Mile End Road Junction improvements and Enabling Works to bring forward Employment Land in Oswestry

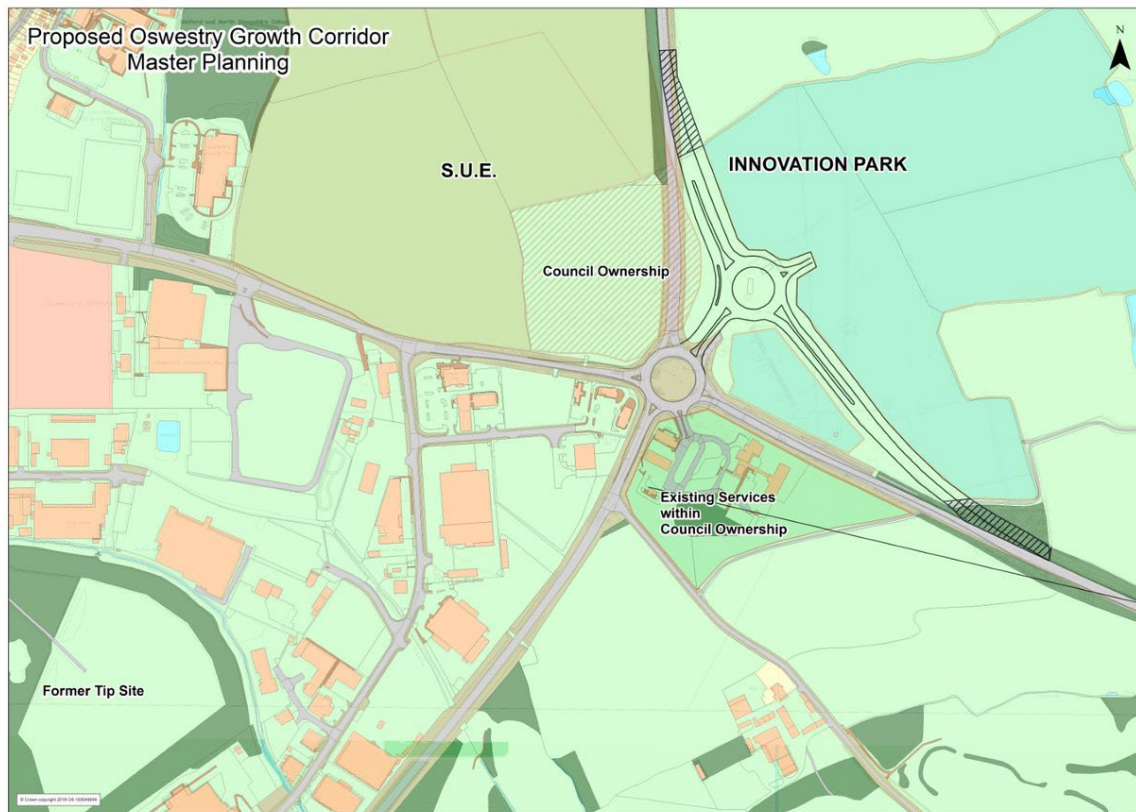


Oswestry Growth Corridor

- Development within Oswestry has been heavily constrained by the existing capacity of the road network
- Housing developments particularly vulnerable to viability issues due to anticipated significant contributions for road infrastructure costs.
- Delays to the development of housing and lack of serviced employment land threaten the role of the town and the wider rural hinterland and its sustainability.
- Improvements to strategic road network offers development viability.



Mile End Junction, Strategic Road Network



Funding Sources

- £9.3m Marginal Housing Infrastructure Fund to undertake improvements to strategic road network
- £5,711,200 Growth Deal awarded through three contracts to enhance the planned Mile End junction improvements and footbridge and to bring forward the Oswestry Innovation Park infrastructure works
- Council approval 2022 for the development of infrastructure to support town wide housing development and the development and disposal of the Oswestry Innovation Park.



Footbridge

The footbridge span has been completed and the fabrication of the ramps is due to be completed imminently.

The contractor is due to start installation on site from October



Mile End Junction



Improvements to junction completed to time and within budget

Social Value added included:

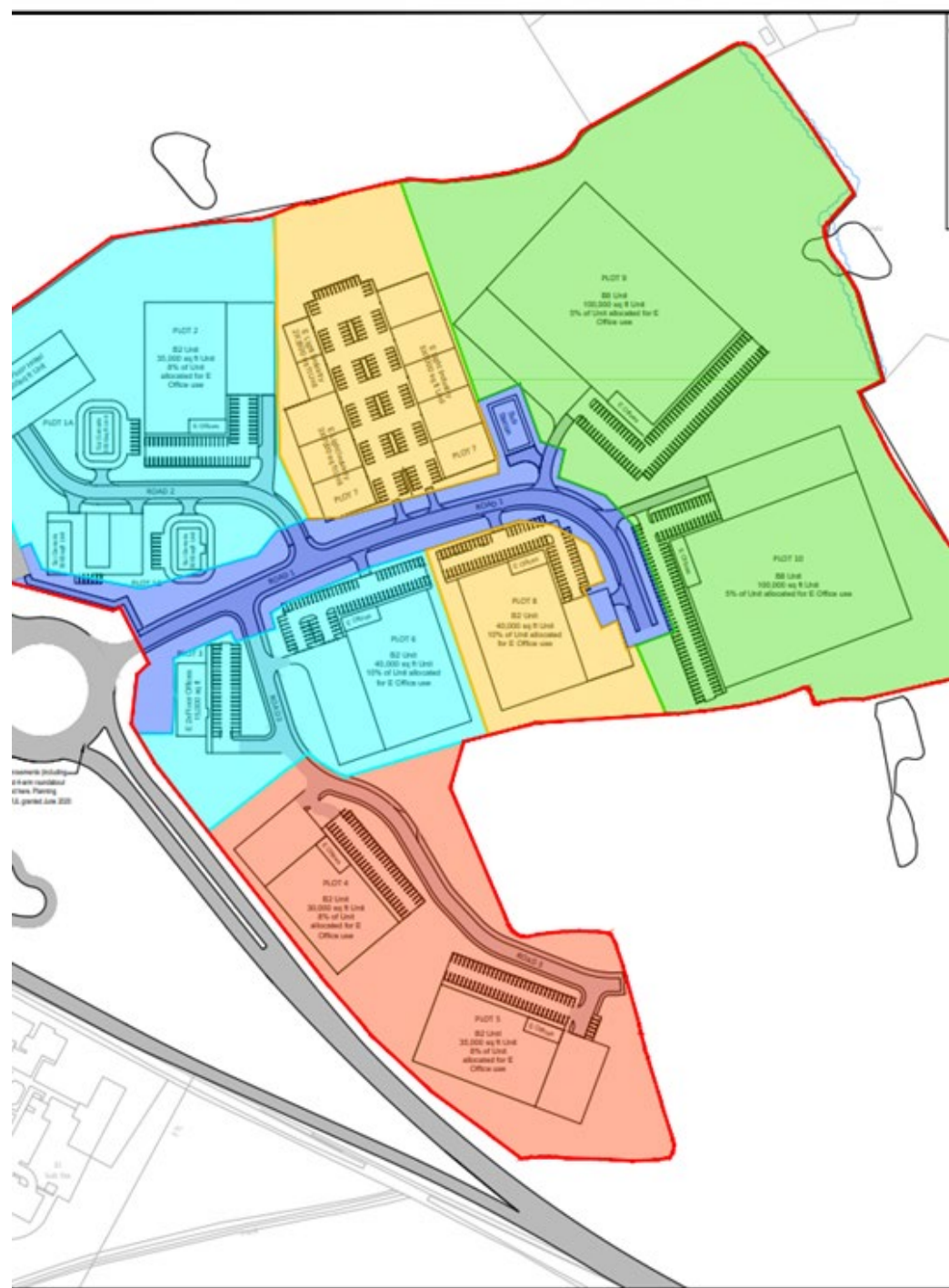
- £3.8m Social Value achieved
- 92% labour sourced locally (within 40 miles)
- 70 weeks of apprenticeships provided
- 98% Waste diverted from landfill

Planning permissions achieved for key housing development allocations



Oswestry Innovation Park

- Hybrid Planning application granted 2021.
- Masterplan for site undergoing refresh to incorporate Electric Vehicle Charging services
- Preparation of procurement package for all roads, connectivity and incoming utilities
- Planned procurement enables disposal of whole site rather than planned phased approach
- Head of terms agreed for sale of 3 plots
- Demand for plots and enquiries being logged
- Marketing of site planned



Programme

Milestone	Date
Fabrication of bridge ramps and bearings	September 2023
Procurement Package for Oswestry Innovation Park Infrastructure completed (roads, connectivity and utilities) completed	December 2023
Marketing of Oswestry Innovation Park Plots	January 2024
Bridge contract completion	April 2024
Oswestry Innovation Park Infrastructure contract awarded	April 2024
Completion of Oswestry Innovation Park Infrastructure contract	April 2025

Forecast Outputs

Description	Forecast	Achieved to date	Remaining
New Jobs created	528	0	528
Employment Land Built (hectares)	1.87	0	1.87
Total length of new road (km)	0.83	1.2	0
New Homes Supported (Reserved Matters/Planning applications submitted)	1145	434	711

Financials

Cumulative Contract spend	Spend Forecast £	Claimed to date	Remaining
Growth Fund	5,711,200	5,711,200	0
Shropshire Council	2,697,787	484,795	2,212,991
Housing Infrastructure Fund	9,322,047	9,023,866	298,181
Total	17,731,034	15219861	2,511,172

Anticipated defrayal of remaining match spend from Quarter 2 for the bridge fabrication and installation costs

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LGF Outputs

LGF Outputs	Contract	Actual	Position	%
Match	107,570,734	93,010,632	-14,560,102	86
Jobs created/safeguarded	15,085.7	3,588.7	-11,497.0	24
Commercial floorspace	61,515	16,960	-44,555	28
Housing units	11,033	7,064	-3,490	64
Employment Land (ha)	90.37	59.9815	-30.3885	66
New/improved Learning/Training Floorspace	9454.47	6492.49	-2961.98	69
New learners (students on roll)	3690	2603	-1087	71
New Roads	9.24	6.50	-2.74	70
Roads Resurfaced	7.27	4.858	-2.412	67
New Cycleways	6.32	1.162	-5.158	18
Houses with fibre	16,705	70,031	53,326	419
Commercial properties with broadband	6,115	6,115	0	100
Fitted employment space	350	354	4	101
New office space	171	171	0	100
Apprenticeships	940	605	-335	64
New courses	88	82	-6	93
Commercial floorspace occupied	549	110	-439	20
Number of enterprises receiving non-financial support	747	284	-463	38
Number of spin out companies	7	4	-3	57
Number of new SMEs created	5	0	-5	0
SMEs with improved training defences	18	4	-14	22
R&D projects started	40	6	-34	15
New products created	4	0	-4	0
Work placements	60	45	-15	75
Number of undergraduates	1,000	61	-939	6
GVA	89,934,904	13,512,951	-76,421,953	15
Reclaimed Land	2	0	-2	0

GBF Outputs

Total GBF	Contract	Actual	Position	%
Expenditure	14,000,000	14,000,001	0	100.0
Match	36,068,571	6,035,450	-30,033,121	16.7
Additional Construction Jobs	250	100	-150	40.0
Public realm	13,190	23,490	10,300	178.1
Jobs safeguarded	31	0	-10	0.0
Commercial floorspace	19,000	0	-19,000	0.0
Community Sport Facility Delivered	300	0	-300	0.0
Brownfield land unlocked (acres)	3	3	0	100.0
Retrofits	68.00	68.00	0.00	100.0
L/T floorspace	2,700.00	2,805.50	105.50	103.9
New zero carbon homes	11	11	0	100.0
New learners	330	293	-37	88.8
Companies supported	250	85	-165	34.0
Apprenticeships	6	0	-6	0.0
Brownfield land remediated (m2)	1725	0	-1725	0.0
Jobs	803	44	-759	5.5
Houses Units	129	11	-1,598	8.5
Housing Units Unlocked	1,480	0	-1,480	0.0

End