

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

ATTENDANCE LIST		
Chair	Sonia Roberts	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
	Mandy Powney	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	Andriané Usherwood-Brown	Marches LEP, Careers Hub Lead
Optional Attendee	Simone Clarke	Board Member

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 24.8.23 and matters arising.	SR	✓
3	2.10 pm	Marches LEP Update	SR/RL	
4	2.20 pm	Top Risk Registers Review/Update a) Corporate Risk Register b) Programme Risk Register	MS	✓
5	2.30 pm	EA Technology and National Grid monitor project (Energy Fund) update	TY	✓

6	2.45 pm	Herefordshire Low Carbon Technology Centre (Energy Fund) update	TY	✓
7	3.00 pm	Marches Careers Hub update Presentation	AUB/KJ	
8	3.15 pm	Performance Monitoring – exceptions a) Growth Deal & Getting Building Fund update i) HCCI Extension ii) Overview of grant position across all projects b) Growth Hub update (including events) c) Key Account Management (KAM)	MS MS KJ	
9	3.25 pm	Any Other Business Dates for future meetings	 MS	 ✓

Next meeting: Thurs 26 October 2023

Future meetings:

Thurs 14 December 2023

PRMC Meeting Date	Projects to present at meetings
Thurs 14 December	Stronger Communities and Station Quarter Marches Centre of Excellence in Health and Social Care Cyber Security Centre Wetlands Project

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 24 August 2023**

Present

	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
Dainy Runton	DR	Deputy Section 151 Officer, Telford & Wrekin Council
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
Tim Yair	TY	Principal Net Zero Project Officer
Joe Bubb	JB	Shropshire Council, Economic Growth Project Development Manager

ITEM		ACTION
1	<p>Welcome, apologies and introductions</p> <p>The Chair welcomed everyone to the meeting and introduced Principal Net Zero Project Officer, Tim Yair, who was presenting an update on the Marches Energy Grant, and also Economic Growth Project Development Manager, Joe Bubb, from Shropshire Council presenting an update on Oswestry Innovation Park Project.</p> <p>Apologies were received from Ken Clarke, Andrew Lovegrove, Karen Morris, and James Walton.</p> <p>There were no declarations of interest.</p>	
2	<p>Minutes of the last meeting and matters arising</p> <p>The minutes of the last meeting on 22 June 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. Update 24 August 2023: Paper was presented at the Board meeting on 3 August. Action Closed.</p> <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. Update 24 August 2023: List obtained and distributed to the committee on 10 July by JG. Action Closed.</p> <p>Herefordshire Council's request for a three month extension to the Shop front improvement grant scheme was approved. Action: MS to register the 3-month extension</p>	<p>RL</p> <p>JG</p>

	<p>on project documents. Update 24 August 2023: Confirmed extension has been done. Action Closed.</p> <p>Rachael Hart from Herefordshire Council apologised for the missing information from the Wetlands Project. 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. Update 24 August 2023: Confirmation that evidence has been received and signed off. FM asked to see the evidence. Action: MS to circulate the evidence to the committee.</p> <p>RL asked that MS also visit the sites and obtain photographic evidence of work carried out. RH advised she would help facilitate the visit.</p>	<p>MS</p> <p>MS/RH</p>
<p>3</p>	<p>Marches LEP Update</p> <p>a) Future role of LEPs update</p> <p>SR gave the following update: Nothing further to report. The LEP has tried to set up three transition meetings with the Local Authorities, however no one from any Authority has attended the meetings which is disappointing. The LEP is trying to find a way forward that works for all parties.</p> <p>b) Transport Consultation by AECOM</p> <p>MS gave the following update: Working with Transport Officers Group (TOG), AECOM has identified 5 keys areas and they have developed Pre-Strategic Outline Business Cases which has been reviewed by the TOG. The 5 strategically important transport themes are as follows:</p> <ol style="list-style-type: none"> 1. Bus Service Improvement schemes that create a coherent regional approach 2. Local Cycling and Walking Infrastructure that creates coherent regional approaches. 3. Freight Route Network (FRN) improvements that enable better access, reduce unnecessary movements, and help support clean, inclusive growth in the Marches and Mid Wales. 4. Rail Connectivity improvement schemes that accelerate the delivery of strategic upgrades 5. Electric Vehicle Charging Infrastructure in communities across the Marches to serve growing demand increasing the number of strategic and local hubs near main transport routes. <p>More details of the process that AECOM went through and next steps can be found in the Transport Consultancy overview presentation given by MS.</p> <p>c) Land Use Study</p> <p>KJ provided the following update: The LEP has funded a study into current land use across the Marches. The data is being finalised by the consultants and they will set out the opportunities in a detailed report which will include investment prospectus.</p> <p>The report will be presented at the LEP's New Economic Opportunities for Local Land Use and Management event on 28 September 2023.</p> <p>The LEP will also launch its £100,000 call for innovative low carbon land-based projects at the event.</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 Several of the top corporate risks relate to the uncertainty of LEP.</p> <p>The government released a letter on 4 August stating their wishes that the LEP functions be transferred to local authorities. The uncertainty has created a lack of consensus between the private and Local Authority Board members, and there is a risk around the potential loss of staff and open vacancies. A new risk has been added related to GDPR as LEP contracts are transferred.</p> <p>FM asked if any thought has been given to the corporate risk to Directors if they do not responsibly deal with the LEP monies. SR clarified it is not the same risk which related to Directors liability insurance; the LEP has put in place run off insurance to cover 7 years liability for Directors. The new risk relates to company liability and directors' obligations to Companies House. RL advised the LEP is taking legal advice regarding funding held by the LEP. Action: MS to add a new risk to be added relating to Company and Directors liability.</p> <p>FM raised another risk that he felt Shropshire Council are breaching the Service Level Agreement and breaking contract and company law. The deteriorating relationships with the Local Authorities and conflicts of interests is jeopardising the operation of the LEP. SR added there are issues around the professionalism of certain bodies that are supposed to be supporting the LEP. AG seconded FM's statement that there is evidence of the Local Authorities not doing what they have been asked to do, and believes that is a risk that should be recorded. Action: MS to add risk.</p> <p>B) Programme Risk Register Similarly the programme risks have been outstanding for some time, for example inability of the LEP team to deliver the various programmes due to staff leaving or lack of funding.</p> <p>Oxon Link Road remains a high risk and will be covered under the project updates.</p> <p>A new risk has been included relating to each Local Authority adopting a different approach to delivery of the UKSPF programme which is causing inconsistency across the 3 Growth Hubs which will impact negatively on businesses. The support available to a business across the Marches is different dependent on the postcode of the business.</p> <p>Another new risk relates to incomplete record keeping including unsigned and undated and missing contracts which has come to light as LEP staff have had to review agreements which go back a number of years.</p> <p>RL asked that the risk rating for Marches Energy Grant (MEG) being oversubscribed, be raised and expanded to also cover non-delivery of the programme. No grants have been officially allocated yet, despite very strong interest. Worcestershire are delivering slowly but are expected to pick up pace as they bring on more assessors. Action: MS to update the MEG risk.</p> <p>SR asked that there be a new risk added relating to how projects will be overseen when or if the LEP closes. RL raised that there was a Civil Service job advertised which included being responsible for LGF/GBF evaluation. The job opportunity has now been closed. AC and GA to investigate further guidance on how BDT expects projects to be governed as there is some conflict of interest if for example Shropshire Council oversees its own projects</p>	<p>MS</p> <p>MS</p> <p>MS</p>
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	in particular Oxon Link Road which is seriously delayed. Action: MS to add a new risk.	MS
5	<p>Marches Energy Grant Update Tim Yair, Principal Net Zero Project Officer gave a very informative overview of the Marches Energy Grant (MEG) project. He provided some background of the previous schemes which had created a lot of value to local businesses.</p> <ul style="list-style-type: none"> • 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). <p>The first grant has now been committed, and 14 applications will be assessed by panel in the coming weeks. One area of concern is that the assessments are delay due to bandwidth. Worcestershire has recently run a tender to increase the support provision across The Marches but unfortunately there was only one response who did not meet the criteria. The tender will be re-opened with a slightly revised tender request.</p> <p>FM asked for details of the tender so that the committee could also promote. Update from TY after the meeting. Interested suppliers need to be registered on the portal system that Worcestershire Local Authority use, called "in-tend" by Friday 15 September. Action: TY will provide the link to "in-tend" when it goes live.</p> <p>RL asked TY if he is confident that Worcestershire are now able to deliver the programme at pace as there is a considerable amount of money still not committed. TY advised when the assessment support is increased it will make an enormous difference. TY does not believe there will be an issue with spending the capital funding. RL asked for an update in a month and to get a programme plan from Worcestershire on their delivery milestones. Action: TY to discuss this with Worcestershire.</p>	TY TY
6	<p>Oswestry Innovation Park Project Update Joe Bubb, Economic Growth Project Development Manager for Shropshire Council gave an informative presentation on the Oswestry Innovation Park project.</p> <p>There has been a lack of growth in the area due to a number of reasons, largely related to the road network infrastructure which has hindered being able to unlock development sites. The project involved Mile End Road Junction improvements and enabling works to bring forward employment land in Oswestry.</p> <p>The project secured the following funding:</p> <ul style="list-style-type: none"> • £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. 	

	<p>More details including the programme delivery plan and forecasted outputs can be found in the Oswestry Innovation Park Update presentation.</p>	
<p>7</p>	<p>Performance monitoring – Exceptions</p> <p>a) Growth Deal Update and b) Getting Building Fund update.</p> <p>i. Oxon Link Road (OLR) RL gave the following update: The LEP Board has agreed to give Shropshire Council until the end of October to come back with an updated business plan, updated traffic modelling and planning approval. This will be presented to the Board on 28 November with the clear understanding that if any of that information is not supplied or planning approval has not been granted then the LEP will look to claw back the money.</p> <p>ii. Review of Outputs MS provided an update on the LEP project outputs. Of particular interest is the match funding for both LGF and GBF projects. On LGF there are 6 projects that have outstanding match funding. Oxon Link Road has £8m, Hereford City Centre Transport has £6.9m, Stronger Communities regeneration sites has £8.2m, Cyber Centre £1m and NMITE projects have £3m of match still to generate.</p> <p>On GBF there are 3 projects that have match still to generate; Hereford City Centre Improvement has £2.5m, Pride Hill £10.2m and Stronger Communities Station Quarter has £17.2m. There is a substantial amount of match still outstanding to be processed and agreed. DR queried the amount for Station Quarter as she does not think there is any outstanding match there, it is scheduled to be delivered later in the project. MS to follow up. SR asked for more scrutiny across all the projects so that if the amount the LEP believes is outstanding differs from what the project managers, to understand why there is a difference. Action: MS to review the position with DR for Station Quarter and also to review all the projects to confirm the actual match outstanding versus when it is meant to be delivered. SR asked for the report on the match position at the next PRMC meeting.</p> <p>b) Growth Hub Update MS provided the following update:- The Growth Hub team has been working with the local authorities who are in the process of launching their Shared Prosperity Funds (SPF) schemes. Most of the programmes are out now.</p> <p>The LEP is delivering a series of events. There is an Innovation event on 6 November and a procurement bid writing event on 16 November, in addition to an investor readiness and apprenticeships. Action MS to provide details of the events to committee members as they are published.</p> <p>c) Energy Projects RL gave the following update: The detailed plans for Herefordshire Low Carbon Technology Centre have been drawn up and they are going out to tender. The project is expected to complete by June 2024. On the National Grid project the monitors are now deployed on substations and delivering data. It will be necessary to collect data for 12-months to be able to see peaks and analyse demand trends, but some data is available now as it come in.</p> <p>d) Key Account Management (KAM) KJ gave the following update: There is a funding agreement in place for FY23/24 from Department for Business and Trade, and, following a procurement exercise, has selected the delivery partner to work with the local authorities. A review meeting was held in July with DBT in July to understand how to best meet targets in this financial year.</p> <p>e) Skills Support (SAP/Marches Careers Hub)</p>	<p>MS/DR</p> <p>MS</p>

	<p>KJ gave the following update: Funding is being closed off for the last academic year which runs to August 2023. Performance has continued to improve. Held a stakeholder workshop at the end of June to help identify success and plan for the new academic year. The Careers Enterprise Company (CEC) has got the funding agreement in place with the LEP. KJ has confirmed an extension with local authority partners. Next steps the LEP needs to submit a strategic plan back to the CEC in September.</p>	
8	<p>Any other business</p> <p>DR asked if there could be a financial update of the project grants at the next meeting on 26 October 2023. Action: MS to pull together the financial overview. RL advised the audited accounts will also be available for the next meeting.</p>	MS
	Next Meeting of the Marches LEP PRMC: 26 October 2023 14:00-15:30	

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MARCHES LEP CORPORATE RISK REGISTER
Last updated: 16/10/2023

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		↑
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	↑
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 meeting take place with the S151 Officer (for Accountable Body and Finance services) and Heads of Departments (for Legal, Procurement, IT and HR services). The LEP is continuously reviewing the SLA and is having biannual meetings	4	3	12	Decisions made by the LEP board, particularly in relation to the extension of LEP contracts was not fully implemented	The Board of the LEP to remind Shropshire Council of its obligations under the SLA signed with the LEP	↑
NEW RISKS - In order of Risk Rating									
1.21	Directors of Marches LEP Ltd not acting in the best interests of the company	Directors that fail to comply with their duties may be liable to, amongst others, customers, clients, suppliers, governmental authorities, the company and its members. If a director neglects to oversee the proper management of the company, they expose themselves to both civil and criminal action, can be fined, prosecuted or disqualified from being a company director.	LEP Directors to be reminded that one of their seven duties as company director's is to Promote the success of the company. Directors must act in the company's best interests to promote its success and must consider the: - consequences of decisions, including the long term - interests of its employees - need to support business relationships with suppliers, customers and others - impact of its operations on the community and environment - company's reputation for high standards of business conduct - need to act fairly to all members of the company	4	4	16		LEP Directors to be reminded that one of their seven duties as company director's is to Promote the success of the company. Directors must act in the company's best interests to promote its success and must consider the: - consequences of decisions, including the long term - interests of its employees - need to support business relationships with suppliers, customers and others - impact of its operations on the community and environment - company's reputation for high standards of business conduct - need to act fairly to all members of the company	*

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

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

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MARCHES LEP PROGRAMME RISK REGISTER
Last updated: 16/10/2023

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 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 3rd August that the functions of the LEP would be transferred to the LAs	5	4	20	The government confirmed that on 3rd August that the functions of the LEP would be transferred to the LAs	All LGF & GBF projects submitted biannual reports on the 13th October. The information provided will be reviewed to identify any issues with match and outputs, particularly for those projects with completion dates of March 2024. All projects will then be contacted to agree a schedule of delivery of any remaining deliverables and match, this will be completed by December. Where an agreement cannot be reached then the LEP will consider all options including the possibility of clawback.	↔
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 & 4.26km 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	The Board voted at a meeting on the 3rd August to proceed with clawback (although as the meeting was not quorate this decision was ratified in writing). If a positive planning decision about the future of the scheme has not been made by the end of October and revised business case had not been made available to the Marches Board by the same date. The date for planning meeting has been set for the 31st October		↔
3.36	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	↔
3.35	Marches Growth Hub - Lack of SLA/Offer Letter T&Cs with Local Authority partners	Lack of consistency in service levels across the 3 Growth Hubs, variation in quality and consistency will impact negatively on the businesses supported reducing economy impact, cause reputational damage to the Hubs, LEP and local authorities and reduction or withdraw of funding from BEIS	Performance is monitored via monthly and biannual reporting to the LEP.	4	4	16	The government confirmed that on 3rd August that the functions of the LEP would be transferred to the LAs, this combined with the different approaches to the SPF delivery has created 3 business support services rather than one service under the MGH	Awareness raising providing information on the business support available across the 3 local authority areas to create the sense of one MGH service	↑
2.21	Programmes: Marches Energy Grant (MEG) fails to distribute all its grant funding	Eligible businesses are unable to access the MEG, resulting in the reduced impact of the funding, negative economic impact on individuals businesses and on the Marches region, negative impact on CO2 levels, reputational damage for the LEP	With agreement of the board, the LEP has the resources available to increase the amount of money available for the MEG programme	4	3	12	Only a small number of grants had been issued to Marches businesses by October	The LEP is working closely with Worcestershire CC to ensure the process of issuing grants to companies is as efficient as possible	↑
3.21	Programmes: The Hereford City Centre Improvements project does not spend their Overall GBF Grant allocation by 31 March 2023.	The project becomes undeliverable within the timescale resulting in clawback of GBF funding.	The project is being monitored as part of the LEP's performance monitoring programme against its varied contractual commitments. This is subject to a Variation Agreement (Nov/ Dec 2022) to the GFA. In response to the poor take-up of shopfront improvement grants, the PRMC agreed to extend the project by 3 months to help ensure the grants are spent	4	3	12	The project has asked for a further extension of 6 months to ensure the shop front grants are spent and the city greening projects can be completed		↑
2.15	Marches Careers Hub - Inadequate staff resources to deliver project successfully	Potential delivery failure, unable to make best use of project budget and additional pressure on Marches LEP and dispersed Marches Careers Hub team	Hub Lead in post and effectively overseeing Hub strategic and operational activity. Proposed restructure of delivery management to meet contractual requirements to be implemented in AY23/24 resulting in an increase in EC caseloads. Discussion with LAs regarding the impact of this ongoing.	3	4	12	Impact of potential redundancy situation, changes to caseloads and proposed triage system to be clarified	Please see current controls	↑
NEW RISKS - In order of Risk Rating (High to Low)									
5.7	Marches Careers Hub - lack of agreement and clarity around the future of the LEP and the holder of any future contract with CEC.	Potential disruption to project delivery, loss of capability and capacity to deliver project.	Forms part of current LEP transition work and initial discussion with CEC underway.	4	4	16	New risk	Forms part of current LEP transition work and initial discussion with CEC underway.	*

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

Likelihood	Marches LEP - Risk Matrix				
	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



Low Voltage Substation Monitoring

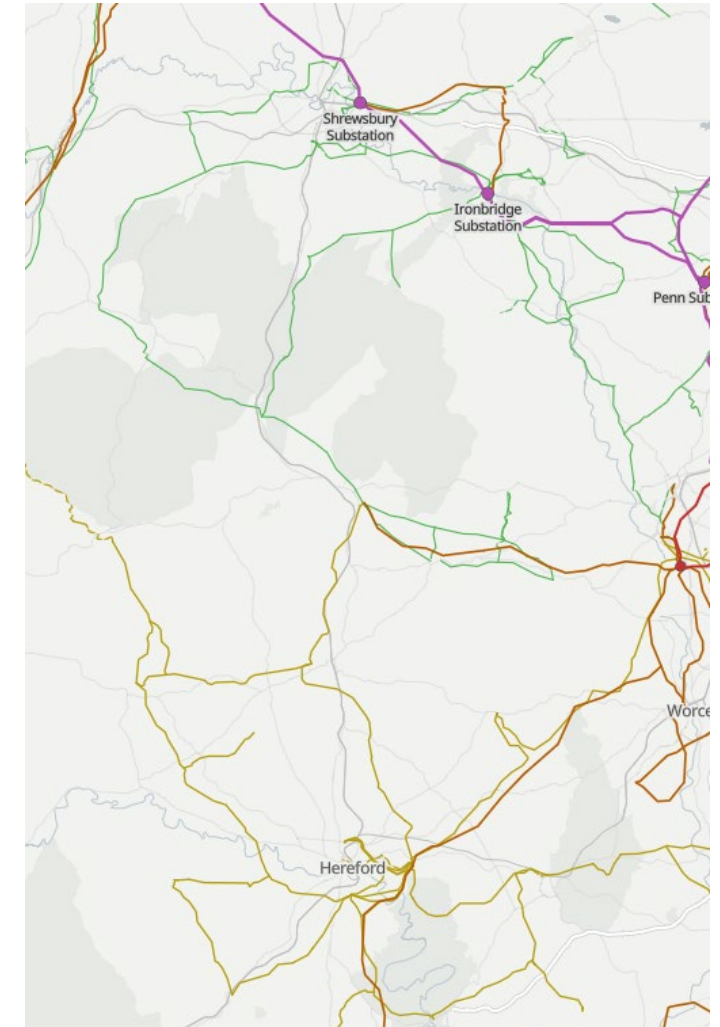


Background

The scope of the project is to install monitoring equipment into 200 NGED LV substations within the Marches LEP area and provide support in utilising the data. The rollout is targeted to focus on areas of community interest and/or areas prioritised for inward investment. Once in place, the project will share data to:

- Locate spatial and temporal capacity constraints, to inform energy generation and storage investors.
- Support energy consumers, including those in fuel poverty, on opportunities for providing demand side measures, e.g. reduced EV charging or deferred space heating.
- Facilitate the creation of a local energy markets for trading variable loads with variable generation within the agreed area.
- Understand the effectiveness of different approaches to targeting LV monitoring for a BaU rollout.

Project Cost	£1,032,000	
LEP Energy Fund	£654,000	63%



Objectives

This project seeks to achieve these objectives by doing the following:

- Deploy LV VisNet monitoring to 200 secondary substations.
- Engage with >20 communities and businesses to target monitoring to support their projects.
- Share the substation data through an NGED data portal for stakeholders to access, use and build upon.

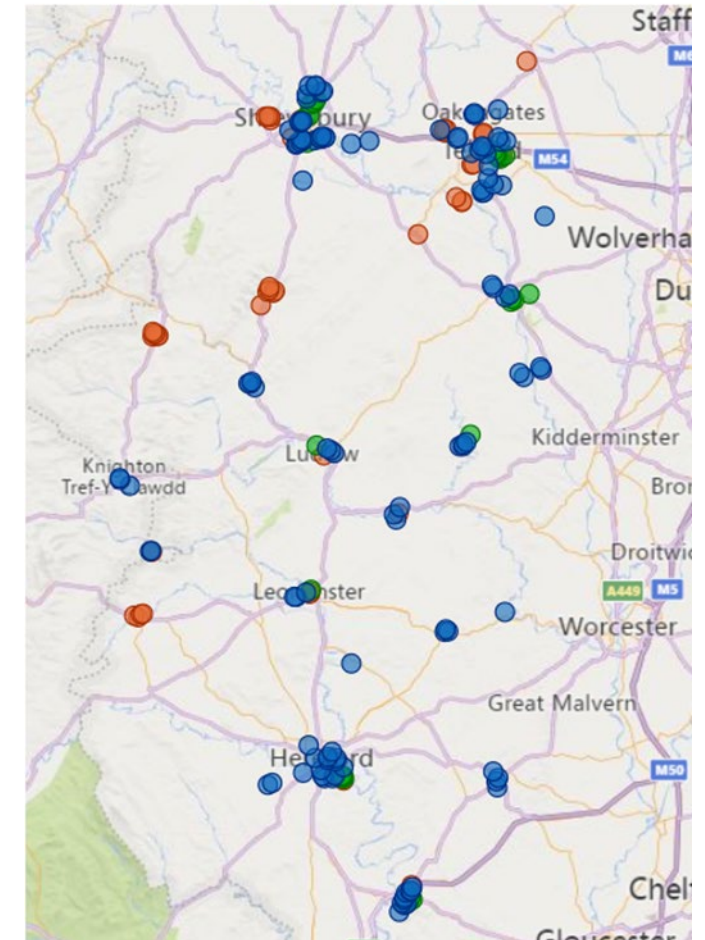


VisNet[®] Hubs & Locations

- The VisNet Hub is designed to provide visibility of voltage and current on low voltage systems, and provides an insight about load, faults, and condition.
- The correct placement of VisNets is key to getting outputs from this project that can be used to inform future uses of LV monitoring equipment in NGED operational areas.
- Reasons for a location being monitored for this project include but are not limited to:
 - Having existing and active community energy projects.
 - Business parks looking to connect LCTs.
 - Local authorities planning public energy projects.
 - Individual users.

Substations of Interest Locations

Marches/NGED/ Bo... ● Both ● Marches ● NGED



NGED LV Insights Platform

nationalgrid LV Network Insights - Map View of Monitored Substations

Substation Filters ⓘ

Postcode: Licence Area: County: Primary Substation Boundaries:

[Go To Data Source](#) [Export Monitored Substations](#)

The map displays the Hereford region with various substation locations marked by blue lightning bolt icons. Key roads shown include the A49, A438, A465, and A4103. The River Wye is also visible. The map interface includes zoom controls on the left and a legend at the bottom right.

Leaflet | © OpenStreetMap
Powered by EA Technology

<https://lvnetworkinsights.nationalgrid.co.uk/>

Outputs

Grant funding is to install monitoring equipment. Therefore, the number of direct outputs is limited, although the scope for indirect benefits is large.

Direct Outputs include:

Total Freed Up Capacity (kWp)	20,000
Number of Enterprises Receiving Support	85
Innovative new products created	5

Examples of other indirect outputs include:

- kWp installation of renewable technologies enabled
- Energy savings through demand management
- Successful connections applications in the target areas against a suitable counterfactual.
- Number of website hits and geographic reach of these hits.
- Greenhouse Gas Savings
- Number of businesses supported
- Innovative responses / products created.

Conclusions & Next Steps

Achievements to date:

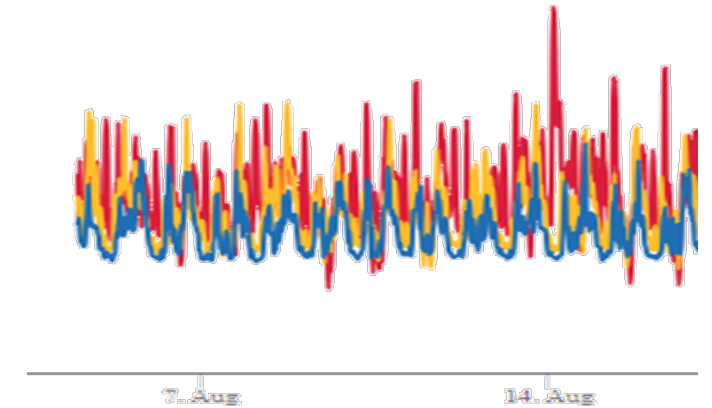
- As of 09/10/23, 43 of the 200 VisNets have been installed.
- Data is being uploaded into portal system.

Project has successfully engaged with communities across the region. Roll out of monitors will increase understanding of what projects can be delivered.

The three key objectives to be completed over the next three months are:

- Installation of all remaining VisNet units.
- Project media launch.
- Active involvement in at least one project currently in development.

VisNets will be moved to new locations once projects have been established and constraint issues overcome. Although data from VisNets is already coming into the system, it will take some time to fully understand the stress on individual LV Substations.



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Tim Yair



Herefordshire Low Carbon Technology Centre

Background

Herefordshire, Ludlow and North Shropshire College are transforming an old brick stable building into a dedicated teaching space for Low Carbon Technology on their Holme Lacy Campus. The existing building forms part of a Listed estate and therefore presents an ideal precedent for how to sympathetically improve the energy-efficiency and performance of historic buildings, whilst providing much needed training opportunities.

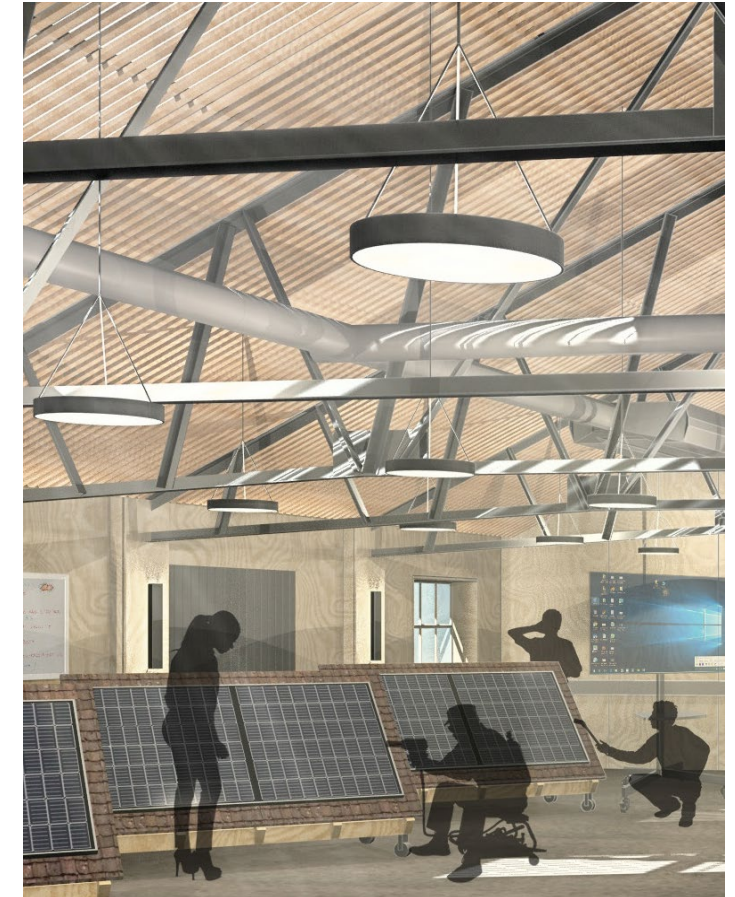
As much of the existing fabric is being retained as possible, including the existing brick walls, concrete floors and steel roof trusses.

The result of this will be an exemplar low-carbon refurbishment appropriate for a national centre of excellence.

Case for Low Carbon Skills

- The Low Carbon sector was worth £1.8bn in 2019/20 to the Marches economy, but there are significant skills gaps in this sector particularly for Production Engineers, Engineers and Technicians.
- To access government funding to increase the energy efficiency of buildings, it is a requirement that only installers who are MCS accredited can undertake the work.
- To receive accreditation, it is a requirement that tradespeople are trained and assessed at an MCS accredited centre. However, there are currently very few centres nationally and regionally.

Project Cost	£1,500,000	
LEP Energy Fund	£1,200,000	80%

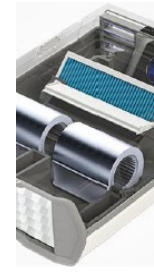


Objectives

- This project forms part of a strategy to develop the Holme Lacy Campus as a centre for low carbon technologies and regenerative agriculture.
- The project aims to upskill those who work in the construction and allied industries by providing training in the installation of low carbon technologies leading to MCS certified installer status.
- Training for existing and new College staff will ensure that the organisation secures the skills, knowledge and understanding required to provide practical training into the long term.
- MCS have committed to provide “Train the Trainer” courses to existing College lecturers and apprenticeship assessors.
- The new facility will create sustained employment in the low carbon sector through the creation of new apprenticeships leading to sustained employment.
- The project will also support business by becoming an exemplar that can be visited by companies who want learn more about how low-carbon technologies can help their own organisations.
- The project will work with their existing network of schools to raise the profile of low-carbon technologies amongst their pupils and promote future training and employment opportunities.



SOLAR PV



HYBRID MVHR



INSULATION



WINDOWS + LIGHTS



WALL LINING



AIR SOURCE HP

Outputs

Grant funding is to create a bespoke “low carbon technology training center” at the college’s Holme Lacy campus, to increase opportunities to build skills in the Marches region. The project will upskill those who work in the construction and allied industries by providing training in the installation of low carbon technologies leading to MCS certified installer status.

Number of Jobs Created (FTE)	1.5
Number of Apprentices	20
Number of Enterprises Receiving Support	100
New Learners (Students Enrolled)	750

Conclusions & Next Steps

Achievements to date:

- Detailed design and plans received approval – June 2023
- Tender process complete – August 2023
- Build on site – commence October 2023

Project on course for completion on 29th March 2024

Site visit and promotion planned with BeBold

Use by Learners from summer term 2024

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MARCHES CAREERS HUB PROJECT



An update for the Performance, Risk and Monitoring Committee 26 October 2023 by:

- Kathryn Jones, Head of Partnerships & Strategy
- Andriane Usherwood-Brown, Strategic Hub Lead

MARCHES CAREERS HUB PROJECT

- Background
- Funding
- Delivery model and governance
- Achievements
- Current priorities
- Next steps



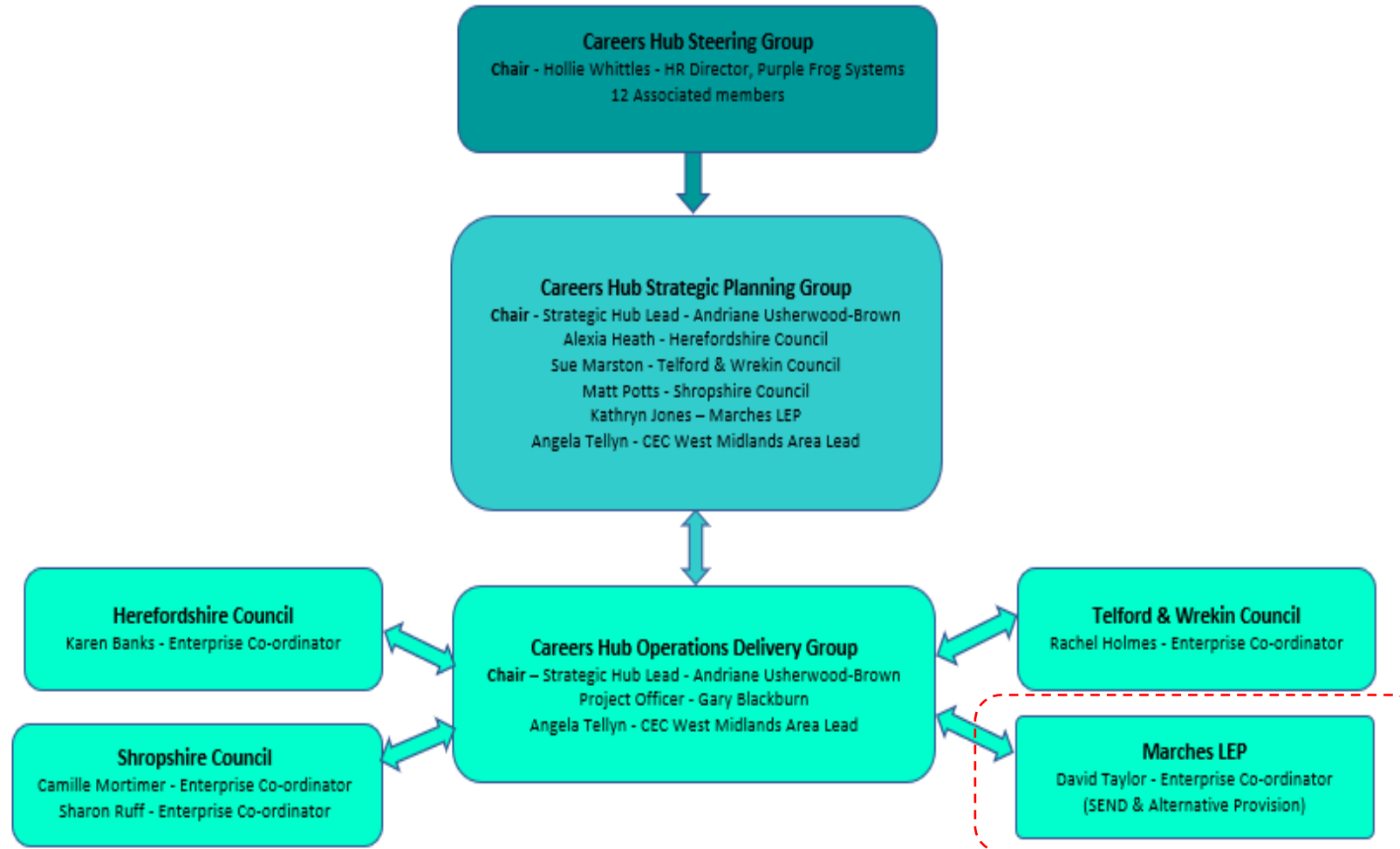
BACKGROUND

- Careers & Enterprise Company is funded by Department for Education to manage programme across England
- Nationally embedded within DfE statutory guidance on careers education
- Marches LEP successfully secured funding from the Careers & Enterprise Company in 2020 and the Marches Careers Hub was formally launched in April 2021
- Builds on previous Careers & Enterprise Company funding, enabling more coordinated activities across the Marches with direct input from each of the local authorities

FUNDING

- Annual contract (1 September 2023 – 31 August 2024)
- CEC issues the Marches LEP with a grant offer letter subject to the acceptance of a formal strategic plan outlining tactics to meet nationally agreed KPIs
- Two elements of funding:
 - Staffing (1 x fully funded Hub Lead plus 3 x Enterprise Co-Ordinator posts which are 50% funded)
 - Hub Fund – funded project activities to meet KPIs
- Marches LEP contracts with 3 x local authorities for the Enterprise Co-Ordinator post funding

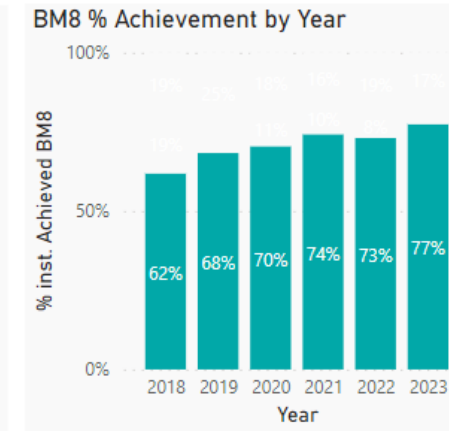
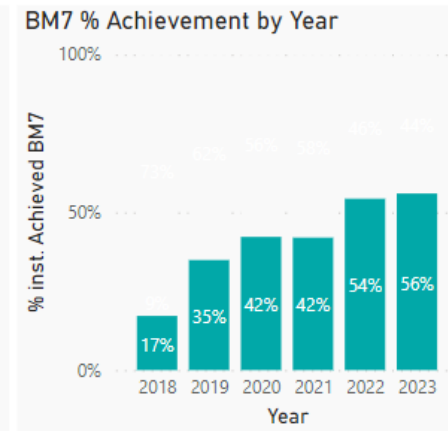
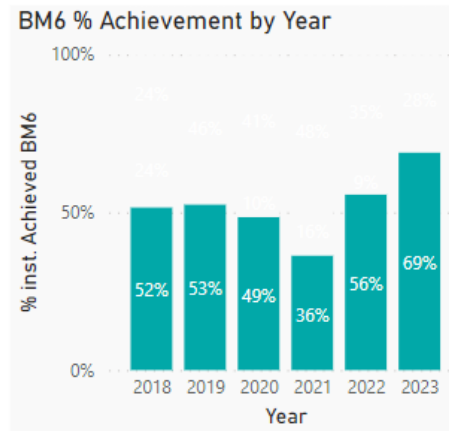
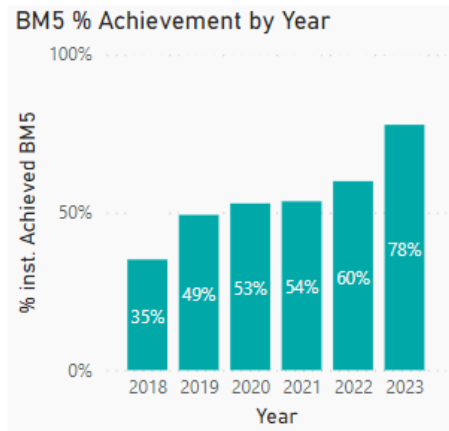
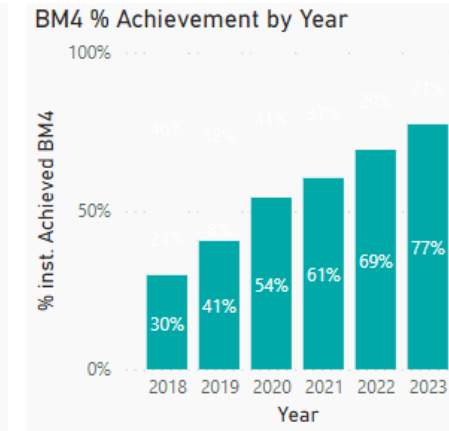
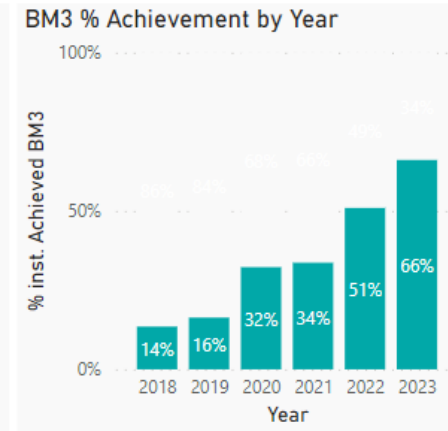
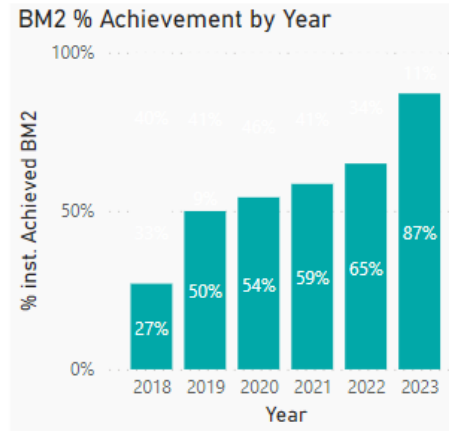
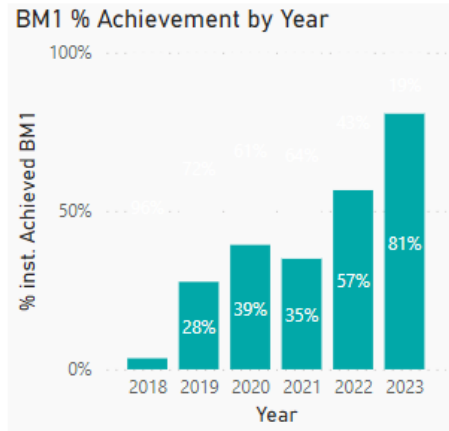
DELIVERY MODEL & GOVERNANCE



Performance Academic Year 2022-2023

BM Performance Over time

Hub: The Marches | Enterprise Coordinator: All | Current CEC Type: All | Date Last Refreshed: 21/07/2023



The visuals above show benchmark performance over time using compass returns in each calendar year. Where multiple returns are made in a year, Benchmark data is taken from the best compass score in the year, which may not be the last one. We recognise this is a different way of looking at the data, but we wanted to recognise the high point. Any comments or suggestions can be sent to mabsari@careersandenterprise.co.uk

Achievements

Sponsored Events

- All about apprenticeships
- T&W apprenticeship, employment & skills show

Marches LMI Platform

- 4,410 student users
- 113 teacher users
- 8,877 unique site visitors

Steps to success
NEET Early
Intervention (x30 Y9
students)

7 Labour Market
Broadcasts
31,488 live views
12,769 on demand
views

Consistent
approaches to
GBM
achievement

Future Skills
Questionnaire
2,539 student
completions

3 additional
schools
engaged

53+ EA strategy
planning
meetings

150+ CL 1:1
support meetings

6 Enterprise Adviser
COP meetings

10 Career Leader COP
meetings

3 Inclusion COP
meetings

3 Head teacher
briefings

CURRENT PRIORITIES

PRIORITY 1: IMPROVE CAREERS PROVISION

Raise the quality of careers provision in schools, special schools and colleges

PRIORITY 2: DRIVE MORE HIGH QUALITY EMPLOYER EXPERIENCES

Drive more high-quality experiences with employers for students and teachers

PRIORITY 3: AMPLIFY VOCATIONAL ROUTES

Amplify apprenticeships, technical and vocational routes

PRIORITY 4: FOCUS ON DISADVANTAGE

Focus on interventions for economically disadvantaged young people (FSM) and those who face most barriers

PRIORITY 5: CONNECT CAREERS PROVISION TO LOCAL ECONOMIES

Connect careers provision in schools and colleges to the needs of local economies

NEXT STEPS

- Continue effective contract delivery and maximise impact across the Marches
- Manage risks
- Maintain project and financial management capability
- Develop proposal for delivery model from 1 September 2024 to secure future funding from Careers & Enterprise Company

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Meeting date:	26 th October 2023					
Agenda Item:						
Item Subject:	Extension to the end date of the Hereford City Centre Improvement GBF project					
For:	Discussion		Decision	X	Information	x

Purpose of the paper: Extension to the Hereford City Centre Improvement GBF project
Summary of Recommendations: Continued support of the project to allow the spend of the remaining match
Main Points <ul style="list-style-type: none"> • Shop Front Improvement: It is likely that the shop front improvement grants will not be fully allocated prior to the extended end date of June 2024, this extension was agreed by the PRMC on the 22nd June 2023. Herefordshire Council (HC) is seeking a further extension of 6 months to the end of December 2023, to reopen expressions of interest to ensure that the grant is fully committed. • City Greening: the spend to date for this element is £58,020.96 out of a total allocation of £297,440.37. To address this underspend, HC would like to focus on one site, Eign Street. HC is seeking an extension of 6 months to allow delivery of this element. HC is also proposing that a portion of the budget for this element could be reallocated into the Public Art project. The interest in the Public Art project has surpassed HC expectations. Therefore, an extension of 3 months is sought for this element of the project.
Financial implications: Presently, of the £3,000,000 contracted match, £473,985 has been spent, the extension will allow the remaining match to be spent.
Legal implications: As with the previous project extension only a letter will be required
Risks, opportunities and impacts: Without the extension the project is unlikely to complete its match spend, this raises the possibility of clawback. The extension will also allow resources to be focused and spent in the most appropriate way, increasing the overall impact of the project.
Equality implications: N/A
Additional information: N/A
Report Author: Mark Schneider
Background papers/documents:

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GBF Project	Outputs & Expenditure	Overall Position				
		Con	Act	Pos	%	End Date
HCCI	Match	3,000,000	473,985	-2,526,015	15.80	30/06/24
	Jobs created	90	0	-90	0.00	
	Housing units	100	0	-100	0.00	
	Public realm / green space sqm	13190	23,490	10,300	178.09	
ICW	Match	1,000,000	1,008,463	8,463	100.85	31/03/24
	Jobs created	500	0	-500	0.00	
	Housing units unlocked	1385	0	-1,385	0.00	
Pride Hill Remodelling	Match	12,540,000	2,276,921	-10,263,079	18.16	31/03/25
	Jobs created	100	0	-100	0.00	
	Jobs safeguarded	31	0	-10	0.00	
	Additional construction jobs	150	0	-150	0.00	
	Apprenticeships	6	0	-6	0.00	
	Remediated Brownfield Land (m ²)	1725	0	-1,725	0.00	
	Commercial floorspace refurbished	19000	0	-19,000	0.00	
Stronger Communities (station quarter)	Match	18,620,000.00	1,230,630	-17,389,370	6.61	31/03/25
	Additional construction jobs	40	0	-40	0.00	
	Housing units	18	0	-18	0.00	
	Housing units unlocked	95	0	-95	0.00	
	Community Sport Facility Delivered	300	0	-300	0.00	
	Area of brownfield development land unlocked (acres)	3	3	0	100.00	
Tackling Fuel Poverty	Match	428,571	1,045,451	616,880	243.94	31/03/25
	Jobs created	87	24	-63	27.59	
	Housing units	11	11	0	100.00	
	Retrofits	68	68	0	100.00	
	Learning/training floorspace	200	306	106	152.75	
	New learners assisted	130	183	53	140.77	
	New homes with energy technologies	11	11	0	100.00	
Skylon Park (NMITE2) (Self-certification)	Match	480,000	0	-480,000	0.00	31/03/25
	Jobs created	26	26	0	100.00	
	Additional construction jobs	100	100	0	100.00	
	Learning/training floorspace	2500	2,500	0	100.00	
	New learners assisted	200	110	-90	55.00	
	Companies supported	250	85	-165	34.00	

LGF Project	Outputs & Expenditure	Overall Position				
		Con	Act	Pos	%	End Date
Telford Bus Station	Jobs created/safeguarded	300	68	-232	23	31/03/25
	Commercial floorspace	8800	10327	1527	117	
Telford Eastern Gateway	Match	1,600,000	4,630,168	3,030,168	289	31/03/25
	Jobs created	2950	1090	-1860	37	
	Housing units	1203	1016	-187	84	
	Employment Land (ha)	31	31	0	100	
Telford Growth Point	Match	3,475,000	3,518,300	43,300	101	31/03/25
	Jobs created	5369	1234	-4135	23	
	Housing units	2845	2788	-57	98	
OLR	Match	8,734,222	590,926	-8,143,296	7	31/03/31
	Jobs created	1090	23	-1067	2	
	Employment land	12	0.9	-11.1	8	
	Housing units	835	109	-726	13	
	New roads	1.14	0	-1.14	0	
	Roads resurfaced	2.05	0	-2.05	0	
	New cycleways	4.26	0	-4.26	0	
SITP	Match	7,862,318	7,126,024	-736,294	91	31/03/31
	Jobs created	1663	152.2	-1510.8	9	
	Employment land (ha)	25	7.9815	-17.0185	32	
	Housing units	2499	1785	-714	71	
	Length of road resurfaced (km)	5.14	4.55	-0.59	89	
	New cycleways on carriageway km	1.76	1	-0.76	57	
HCCTP	Match	24,688,000	17,768,476	-6,919,524	72	31/03/31
	Housing units	800	240	-560	30	

	Jobs created	803	803	0	100	
	Length of newly built road (km)	0.8	0	-0.8	0	
HEZ	Match	3,351,500	2,983,674	-367,826	89	31/03/25
	Jobs Created	560	0	-560	0	
	Employment land	8.5	10.1	1.6	119	
	New road	0.3	0.551	0.251	184	
Oswestry Innovation Park	Match	12,019,750	9,508,662	-2,511,088	79	31/03/31
	Jobs Created	510	0	-510	0	
	Employment Land Built (Hectares)	1.87	0	-1.87	0	
	Total Length of New Road (KM)	0.83	1.2	0.37	145	
	New homes supported	1145	491	-654	43	
Stronger Communities (Regeneration sites)	Match	10,814,050	2,580,781	-8,233,269	24	31/03/25
	Jobs created	49	0	-49	0	
	Housing Units Unlocked	479	262	-217	55	
	New homes	147	0	-147	0	
	Employment land unlocked	2	0	-2	0	
Centre for Allied Health	Match	1500000	1,730,568	230,568	115	31/03/25
	Jobs created	72	3.5	-68.5	5	
	New/improved Learning/Training Floorspace	1151.47	1,236	84.62	107	
	New learners (students on roll)	1139	729	-410	64	
	Apprenticeships	174	53	-121	30	
	Apprenticeship programmes	2	1	-1	50	
	New courses	10	8	-2	80	
Hereford Cyber Centre	Match	6,180,000	5,141,673	-1,038,327	83	31/03/25
	New Jobs Created (FTE)	185	36	-149	19	
	Area of new or improved learning/training floorspace	104	104	0	100	
	Number of training courses provided	78	78	0	100	

	Commercial floorspace created	2715	2715	0	100	
	Commercial floorspace occupied	549	110	-439	20	
	Number of enterprises receiving non-financial support	18	6	-12	33	
	Number of spin out companies	7	6	-1	86	
	Number of new SMEs created	5	3	-2	60	
	SMEs with improved training defences	18	4	-14	22	
	Increase in GVA by March 2022	8,000,000	5,614,100	-2,385,900	70	
	R&D projects started	40	6	-34	15	
	New products created	4	0	-4	0	
Flaxmill Maltings	Match	428,265	483,265	55,000	113	31/03/24
	Housing units completed	120	0	-120	0	
	Length of road resurfaced (km)	0.08	0.308	0.228	385	
	Length of newly built road (km)	0.2	0.20	0	100	
	New cycle ways (km)	0.205	0.205	0	100	
	Work placement reprofile	60	50	-10	83	
	Reclaimed land (hectares)	1.7	1.7	0	100	
	GVA (£)	5,934,904	0	-5,934,904	0	
	Jobs created within main Mill (not claimed thro LGF)	300	0	-300	0	
Newport IEP	Match	2,986,000	2,986,000	0	100	31/03/24
	Jobs created/safeguarded	954	132	-822	14	
	Housing units completed	960	692	-268	72	
	Commercial floorspace completed	50,000	3918	-46082	8	
	Employment land created (ha)	10	10	0	100	
	GVA (£m)	42,000,000	4,850,000	-37,150,000	12	
NMITE 1	Match	3,133,750	2,207,416	-926,334	70	31/03/24
	Jobs created/safeguarded	37	37	0	100	
	Area of new/improved learning/training floorspace	3205	3462	257	108	

	New leaners assisted	270	134	-136	50	
	Enterprises receiving non-financial support	75	106	31	141	
	GVA (£)	6,480,000	6,979,582	499,582	108	
	Number of undergraduates	250	61	-189	24	
NMITE 2 (self-certification)	Match	7,766,250	5,660,000	-2,106,250	73	31/03/24
	Jobs created/safeguarded	195	0	-195	0	
	Area of new/improved learning/training floorspace	3695	221	-3474	6	
	New leaners assisted	810	110	-700	14	
	Enterprises receiving non-financial support	375	0	-375	0	
	GVA (£)	27,520,000	0	-27,520,000	0	
	Number of undergraduates	750	0	-750	0	
Bishops Castle	Match	83,386	109,786	26,400	132	31/03/25
	Jobs created	38	0	-38	0	
	Increased renewable capacity	5	5	0	100	

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Marches LEP Meetings 2024

PRMC Meeting - online	Notes
Time: 2.00-3.30pm	
Thurs 22 Feb	Half Term 12-16 Feb
Thurs 25 Apr	Easter Hols 25 Mar – 05 Apr
Thurs 20 Jun	Half Term 27 May – 31 May
Thu 22 Aug	Sch Hols 22 Jul – 2 Sep
Thurs 24 Oct	Half Term 28 Oct – 01 Nov
Thu 12 Dec	Christmas Hols 20 Dec

End