

## **LEP - Lancashire Innovation Board**

**Tuesday, 7th June, 2022 in Committee Room 'C' - The Duke of Lancaster Room at County Hall, Preston, starting at 2.00 pm**

Please note that with the agreement of the Chair this will be a face to face meeting only.

### **Agenda**

**1. Welcome and apologies**

**2. Constitution, Terms of Reference and Membership of the Innovation Board (Pages 1 - 6)**

**3. Declaration of Interests**

Board Members are asked to consider any Pecuniary and Non-Pecuniary Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.

**4. Minutes of the Last Meeting (Pages 7 - 10)**

The Board is asked to agree that the Minutes of the meeting held on 3<sup>rd</sup> March 2022 (copy attached) are an accurate record of the meeting and can be signed by the Chair.

**5. Innovation Update (Pages 11 - 36)**

**6. Innovation Plan Refresh Workshop (Pages 37 - 42)**

**7. Date of Next Meeting**

The next meeting of the Innovation Board will be held at 10.30 am on 5<sup>th</sup> September 2022 in Committee Room 'B' - The Diamond Jubilee Room at County Hall, Preston.





## LEP – Sub Committee

### LEP - Lancashire Innovation Board

**Private and Confidential: No**

**Date:** Tuesday, 7 June 2022

## **Constitution, Terms of Reference, and membership of the Innovation Board.** (Appendix 'A' refers)

**Report Author:** Mike Neville, Tel: (01772) 533431, Senior Democratic Services Officer  
mike.neville@lancashire.gov.uk

### **Executive Summary**

This report sets out the constitution, Terms of Reference and membership of the of the Innovation Board.

### **Recommendation**

That the constitution, Terms of Reference, and current membership of the Lancashire Innovation Board, as set out in the report, are noted.

## **Background and Advice**

At the meeting on 23<sup>rd</sup> June 2020 the LEP Board approved the creation of the Innovation Board to hold to account the delivery of innovation activities in the Innovation Plan and set future strategic innovation priorities.

At that meeting the LEP Board agreed the initial membership of the Innovation Board but did not formally appoint a Chair or Deputy Chair. Mr G Baldwin, Vice Chancellor of UCLan was subsequently appointed as Chair of the Board and Ms C Whelan (LEP Director) appointed as the Deputy Chair.

A copy of the Terms of Reference for the Board is attached as **Appendix 'A'**.

The Terms of Reference state that the Innovation Board will consist of a maximum of 15 members and meet a minimum of four times a year with a minimum of three Board members required to be in attendance for meetings to be quorate.

Since the Innovation Board was established there have been a number of changes to be membership and so the current membership of the Board is set out below for information.

<b>Name</b>	<b>Role/Representing</b>	<b>From</b>
G Baldwin	Chair	UCLan
C Whelan	Corporate finance (Deputy Chair)	LEP Board
M Conlon	Skills & International	AMRC NW
R Holland	UK RI	Innovate UK
D Williams	Universities	Lancaster University
N Jones	Research & Science	Engineering & Physical Sciences Council
J Binnion	Start-up, Micro & SME	Growing Club Ltd
J Dalton	Strategy & Branding	Groundswell Innovation Ltd
L Roche	Thematic - Energy & Environment	Westinghouse Ltd
M Gibson	Thematic – Digital and Technology	Miralis Data Limited
G Dykes	Thematic - Professional & Services	Grant Thornton
J Smythe	Thematic – Manufacturing and Construction	MGS Plastics Limited
M Kenny	Thematic - Health & Life Sciences	Innovation Agency (AHSN)
M Spinks	Thematic - Manufacturing and Construction	Victrex Ltd



### List of Background Papers

Paper	Date	Contact/Tel
N/A		
Reason for inclusion in Part II, if appropriate		
N/A		



### Terms of Reference

#### Background

The Lancashire Innovation Plan is a central theme in achieving an economic development and local industrial strategy for Lancashire focused on solving economic and societal problems. This objective requires an Innovation Board to act as Lancashire's innovation-related strategic advisory, prioritisation, and advocacy body.

#### Guiding principles

- Ambitious long-term aims with a focus on solving societal problems
- Best practice and world-class standards with the aim of validation of measures
- Collaborative approach across sectors, types of organisation and common goals
- Enabling science, applied innovation and investment to drive productivity and achieve strategic economic objectives
- Input supporting the LEP's Strategic Economic Plan and emerging Local Industrial Strategy
- Purpose

#### The aim of the Board is to:

1. Set and guide the LEP's strategy to support and grow innovation in Lancashire.
2. Monitor progress in achieving the delivery of the current Innovation Plan, advise on its evolution and report on progress and key issues impacting broader economy to the LEP.
3. Guide on project development and delivery across institutions to ensure that Lancashire coherently develops research and innovation activities and its competitive advantage in key sectors.
4. Advise on and approve evaluation measures for the Innovation Plan and activities and where relevant, related aspects of the wider economic development and industrial strategies.
5. Provide advice to the LEP Board on Research, Science & Innovation issues or topics referred to the Board by the LEP and address knowledge gaps within Lancashire that hold back innovation.
6. Contribute to regional, national, and international debates on innovation to broaden Lancashire's influence.
7. Communicate and champion Innovation activities and Lancashire's strategic economic plans with the aim of facilitating strategic networks that foster research, innovation and knowledge exchange to establish Lancashire as an exemplar in contributing to the UK's competitiveness and productivity.
8. Contribute to high-level institutional and corporate support and problem solving to enable the delivery of strategic economic plans in Lancashire.

## **Governance Structures and Quorum**

1. The Innovation Board shall consist of up to 15 members and will meet a minimum of four times per year for half a day, with a minimum of three members to be in attendance to be quorate.
2. The Innovation Board will be supported in delivery by an executive team including the Innovation and Digital Lead at Lancashire County Council / Lancashire LEP, the Lancashire Universities Innovation Manager.
3. The LEP Company Secretary (or their nominee) shall act as clerk to Innovation Board meetings.
4. The Innovation Board will be expected to take detailed advice and guidance from Advisory Working Groups with clear objectives as required. Membership of the Working Groups will be approved by the chair and may include Innovation Board members and wider co-opted members.
5. The Innovation Board will take guidance from an annual public meeting as part of a regionally important event, drawing on a wide range of input from stakeholders to inform the County's strategic innovation aims and feedback achievements.
6. Agenda Papers and Minutes shall be published in accordance with the LEP Assurance Framework.

## **Membership of the Board**

1. At least four members of the Board should comprise Lancashire registered SMEs and two should comprise large Lancashire sited companies to provide at least six private sector members. In line with wider LEP priorities, the Board should aim to have a 50/50 gender split and account for other areas of diversity including geography and ethnicity.
2. Membership of the Board is not remunerated.
3. Substitutes may occasionally attend meetings if nominated members are unable to attend Board meetings, this shall be by exception and only where prior notification is given to the Company Secretary. Formally nominated substitutes shall be considered to act with full powers to act on behalf of their respective nominated member and shall therefore be entitled to vote on agenda items.
4. Other observing/presenting members may be invited to specific meetings or on a standing basis by the Chair, LEP Board Rep and officers; however, any such attendees will not be eligible to vote on proposals or constitute part of the quorate requirement.





## **Private and Confidential**

### **LEP - Lancashire Innovation Board**

**Minutes of the Meeting held on Thursday, 3rd March, 2022 at 10.30 am in the Arthur Suite, The Exchange, County Hall, Preston.**

#### **Present:**

Claire Whelan - Chair

Graham Baldwin*	Rick Holland
Melissa Conlon	Mike Kenny*
Jane Dalton	Judson Smythe
Gaynor Dykes*	Matthew Spinks*
Dion Williams	

\*Indicates that the individual dialled into the meeting via MS Teams.

#### **In Attendance:**

Sarah Kemp, Chief Executive, Lancashire Enterprise Partnership.  
Andy Walker, Head of Business Growth, Business and Innovation, Economic Development, Lancashire County Council.  
Matt Wright, Lancashire Universities Innovation Manager, Business and Innovation, Economic Development, Lancashire County Council.  
Vanessa Robinson-Hoy Senior Project Officer, Business and Innovation, Economic Development Lancashire County Council.  
Mike Neville, Senior Democratic Services Officer, Lancashire County Council.

#### **Presenters:**

Darren Bentham, Managing Director, Interact-IT  
Simon Pringle, Rob Macnee and David Mack-Smith, Steer Consultants.

#### **1. Welcome and apologies**

Ms Whelan welcomed everyone and informed the Board that she would be chairing the meeting as Mr Baldwin was currently self-isolating, though he had been able to join the meeting remotely.

Apologies for absence were received from Jane Binnion, Lindsay Roche and Natalie Jones.

#### **2. Declaration of Interests**

No declarations of interest were made at this point in the meeting.

### **3. Minutes of the Last Meeting**

Mr Neville confirmed that the Lancashire Enterprise Partnership Board on 23<sup>rd</sup> November 2021 had formally approved the appointment of Mr M Spinks and Mr M Kenny as members of the Innovation Board.

Mr Wright reported that the Innovate UK event to promote clusters in Lancashire/Cumbria had been a success and Mr Hollard agreed to produce a briefing paper for circulation to Board members outside of the meeting.

#### **Resolved:**

1. Mr Hollard produce a briefing paper on the Innovate UK event to promote clusters in Lancashire/Cumbria and send it to Mr Neville for circulation to Board members outside of the meeting.
2. That the Minutes of the meeting held on 15<sup>th</sup> November 2021 are confirmed as an accurate record and signed by the Chair.

### **4. Innovation Observatory Interim Report**

The Board received an update report on progress to date regarding the development of the Innovate Lancashire web site. Darren Bentham from Interact-IT also gave a demonstration of the user interface design, functionality and fit with marketing, branding and initiatives for Innovate Lancashire.

Following the demonstration Board members discussed the content and colour scheme for the website and it was suggested that consideration be given to the inclusion of additional alternative data sources. It was noted that the site currently did not refer to Cyber or Aerospace and it was proposed that the Homepage of the website focus of 2 or 3 key elements.

Vanessa Robinson-Hoy, the Senior Project Officer for Business and Innovation, updated the Board on the Lancashire Innovate Challenge, a 'Dragons Den' style competition open to any size of business/entrepreneur that would provide funding for an innovative idea/project in Lancashire.

#### **Resolved:**

1. That the views of the Board be taken into consideration during further development of the website and that the Board be kept informed of progress.
2. That further information regarding the Lancashire Innovate Challenge be circulated to Board members outside of the meeting.

### **5. 2022/23 programme of meetings**

Mr Neville presented a report on the proposed 2022/23 programme of meetings for the Lancashire Innovation Board. The Board discussed the format of meetings

(face to face, remotely or a combination of the two) and recognised that hybrid meetings would most likely continue.

**Resolved:** That the 2022/23 programme of meetings, as set out below, is approved with all meetings to be held in The Exchange at County Hall, Preston.

Tuesday 7th June 2022 at 2.00pm  
Monday 5th September 2022 at 10.30am  
Monday 7th November 2022 at 10.30am  
Monday 6<sup>th</sup> February 2023 at 10.30am

## **6. Date of Next Meeting**

It was noted that in accordance with the decision under the previous item the next meeting of the Board would be held at 2.00pm on Tuesday 7<sup>th</sup> June 2022 in The Exchange at County Hall, Preston.

## **7. Innovation Plan Refresh**

A report was presented which set out the baseline position for the refresh the Lancashire Innovation Plan.

Representatives from Steer Consulting Group gave a presentation on the existing five strategic aims and objectives in the Plan and identified key messages from the report together with a socioeconomic summary of Lancashire (in 2017 and 2021), the North West and United Kingdom.

The Board discussed progress to date against specific actions for each Strategic Aim and in relation to Governance. The productivity gap between Lancashire and surrounding areas, identified Growth Sectors and Lancashire's relative strengths in terms of GVA and employment were also discussed.

The Board then moved into a facilitated workshop with representatives from Steer Consulting Group to discuss the individual Strategic Aims/Objectives and consider the following.

- what was working well and needed to continue?
- what new things needed to be done which were not currently happening?

The Board also noted future milestones such as an update report to the meeting in June 2022, the draft refreshed Innovation Plan to be produced in July 2022 with a final version presented to the Board in September 2022

### **Resolved:**

1. That the baseline report on the Innovation Plan refresh, as set out at Appendix 'A' to the report presented, is noted and that Board members participate in a workshop, facilitated by Steer Consultants, to shape the development of the next stages of the refresh.

2. That the views of Board members from the workshop be taken into consideration by Steer Consultants when further developing the Innovation Plan refresh.

L Sales  
Company Secretary



## LEP – Sub Committee

## LEP - Lancashire Innovation Board

**Private and Confidential: NO**

**Date:** Tuesday, 7 June 2022

### **Innovation Update**

(Appendices 'A' to 'E' refer)

**Report Author: Matt Wright,  
Matthew.Wright@lancashirelep.co.uk**

### **Executive Summary**

A report will be provided to members of the Innovation Board updating them on three key areas of related activity, including information on the Shared Prosperity Fund and how it is expected to work and an Innovation Programme proposal submitted via the three universities in Lancashire along with key stakeholders including AMRC(NW).

In addition an update will be provided on a scheduled meeting of the three Chairs of North West Innovation Boards arranged so they can discuss best practice, the priorities in the respective areas of Lancashire, Manchester and Liverpool and potential collaborations.

During the update there will also be information provided about the launch of the Innovate Lancashire brand and website, with data on the launch and on-going updates as well as the provision of an Innovation Competition and feedback from an Innovate UK Cluster event held earlier in the year.

### **Recommendation**

The Board is asked to note the report and provide feedback to the Chair on the content of the Shared Prosperity Fund programme, activities that might be covered in the NW Chairs meeting and content of the website and related innovation competition.

## **Background and Advice**

The Shared Prosperity Fund (SPF) is a UK Government funding scheme designed to replace the European ESIF funding which historically supported many of the innovation programmes in Lancashire. These programmes made a major



contribution and impact to SMEs in Lancashire with innovation being a key driver for productivity and growth.

With the advent of Brexit, the European funding comes to an end next year and the SPF funding will be a key opportunity to design a new programme that provides a joined-up approach for innovation in the county. One of the observations from the Innovation Plan refresh has been the number of projects that emerged over an extended period and the need to better connect the work of innovation assets. The proposal shown in the Appendix 'A' is itself innovative and for the first time sets out a single purpose designed innovation programme involving all key partners.

The mechanism whereby the UK Government has executed SPF, in areas without devolved powers such as Lancashire, involves allocations to district councils. A meeting was held of Economic Development Heads across those councils where proposals were submitted for opt-ins to county wide programmes at scale, including the Innovation proposal. The feedback in terms of opt-in is on-going at the time of writing this report.

The transformational Innovation programme proposed will jointly harness the knowledge, expertise and facilities of the Universities and assets across Lancashire, including AMRC(NW), for the benefit of businesses and communities. It will support authorities to build pride of place and improved life chances by supporting local businesses and communities with specialist local provision to innovate and grow, in order to:

- create jobs and cohesion, improve pay and productivity by building on key and emerging industries, capabilities and local strengths
- encourage collaboration across sectors to share knowledge and resources to stimulate innovation, entrepreneurialism and growth.
- increase private sector R&D and targeted support for new-to-firm innovation and technology adoption

The innovation update report presented to members will also provide verbal details on a discussion to be held across the three North West Innovation Boards to open dialogue on priorities in each area and potential collaborations going forward, building on work to date such as SPF.

There will also be an update from Vanessa Robinson on the Innovate Lancashire website (see Appendices 'B', 'C' and 'D'), which has been launched but will be developed further and enhanced based on feedback and usage and on a related Innovation Competition which was included as part of the website launch.

The notes of the Innovate UK Cluster event held earlier in the year (referred to at the previous innovation Board) are attached at Appendix 'E' for information.



### List of Background Papers

Paper	Date	Contact/Tel
N/A		
Reason for inclusion in Part II, if appropriate		
N/A		





# Appendix A

Potential UKSPF Opt-In Projects – Draft pro-forma Version 1 (04.05.22)	
Project Title	Business & Community Innovation Programme
Lead Organisation(s)	Lancashire Universities & Partners
Contact Name	Matt Wright
Contact Email	Matthew.wright@lancashirelep.co.uk
Contact Phone	07791 804599
<p>Project Description / Offer</p> <p>(max 500 words)</p> <p>Specify the challenge/opportunity the project is intending to address and end objective.</p> <p>Specify how the proposed delivery method and outputs will support the end objective</p> <p>Identify any innovative actions/approaches being proposed</p>	<p>This transformational Innovation programme will jointly harness the knowledge, expertise and facilities of the Universities and assets across Lancashire, including AMRC(NW), for the benefit of businesses and communities. It will support authorities to build pride of place and improved life chances by supporting local businesses and communities with specialist local provision to innovate and grow, in order to:</p> <ul style="list-style-type: none"> <li>* create jobs and cohesion, improve pay and productivity by building on key and emerging industries, capabilities and local strengths</li> <li>* encourage collaboration across sectors to share knowledge and resources to stimulate innovation, entrepreneurialism and growth</li> <li>* increase private sector R&amp;D and targeted support for new-to-firm innovation and technology adoption</li> </ul> <p>The Lancashire Innovation Plan and recent refresh, along with the work of the Innovation Board (bringing together public and private innovation stakeholders) has identified the challenge to increase and grow knowledge intensive innovation driven businesses across all places in the county. It has been shown that RD&amp;I Investment significantly increases productivity, pay and growth in local economies.</p> <p>This single innovation programme draws together all the universities and key partners into a simple to access expert knowledge exchange resource for businesses, delivered through local hubs.</p> <p>This will target four innovation Missions designed to harness growth and technology sector opportunities relevant to local areas in Lancashire and utilise an agreed menu of innovation services to take a business through its innovation journey.</p> <p>The four Missions are segmented as follows based on evidence from the Innovation Plan on key local capabilities aligned to growth opportunities:</p> <ul style="list-style-type: none"> <li>• Healthy Productive Communities – new health technologies and opportunities that enhance life chances and grow local businesses</li> <li>• Cyber and Digital Industries – building on the once in a generation cybersecurity opportunities/investments (National Cyber Force) and high growth digital firms and technologies</li> </ul>

	<ul style="list-style-type: none"> <li>• Energy, Low Carbon &amp; Sustainable Technologies – linking to local sector strengths and harnessing knowledge, research and technology to accelerate cleantech products, processes and services</li> <li>• Future Mobility &amp; Manufacturing – building on opportunities in mobility sectors such as aerospace and automotive as well as through electronic and new materials, to harness future ways of working, technologies and markets</li> </ul> <p>The Innovation Missions will be led by the relevant Lead Universities working jointly to pool their knowledge and facilities, along with partners including AMRC(NW). It will include agreed innovation services for each stage a participating company is at on their journey from start-up to growth and scale-up. The specialist services delivered locally will include:</p> <ul style="list-style-type: none"> <li>• Ideation &amp; Intellectual Property</li> <li>• Leadership Peer Networks</li> <li>• Productivity Workshops</li> <li>• Tech Investment Readiness</li> <li>• Expert Science Support</li> <li>• R&amp;D Placements up to PhD level (utilising student and graduate talent and aiding in retention)</li> <li>• Laboratory &amp; Facility Access</li> <li>• Tech Angel Accelerator</li> <li>• Supply Chain Digital Demonstrator</li> </ul> <p>The programme will increase the number of new innovative businesses, products and technologies, increase knowledge transfer and technology adoption, productivity and investment. Making for higher pay and life chances in local communities.</p> <p>This approach is itself innovative as it draws together all partners and assets into a single leading innovation offering, an easy to access and navigate innovation and technology programme that maximises impacts for businesses and places.</p>
<p>Additionality / Added Value</p> <p>Links to existing provision</p> <p>Measurable Resource additional to UKSPF / local match</p>	<p>This programme will be a first in offering a combined innovation package specifically designed to maximise the best elements the Universities and partners have developed and tested with SMEs and the needs of the sectors and localities.</p> <p>It builds from the existing innovation eco-system, optimises it, reduces overheads and delivers it locally, offering to work with districts to co-design to suit their geography and partners. That will include delivery through partner hubs and outlets such as Colleges, specialist</p>

Potential UKSPF Opt-In Projects – Draft pro-forma Version 1 (04.05.22)

<p>(max 250)</p>	<p>institutions and assets, as well as incubators and where possible town centre outlets.</p> <p>The universities are in a position to offer significant and meaningful match funding that can be maximised through participation across the districts and which will further stimulate private sector investment and lever impact. This can also include in kind for example where access to facilities can incorporate x amount of hrs free or at discount.</p> <p>In addition, the comprehensive range of partners (most represented in the established Innovation Board) include those developing Place based programmes, such as the Engineering and Physical Sciences Research Council (EPSRC) and Innovate UK (IUK), so suitable further funding could be aligned to the programme as they come on stream, enabling strong leverage and benefits to localities.</p>
<p>UKSPF Interventions Delivered</p> <p>(reference <a href="#">UKSPF Interventions List</a>)</p>	<p>The Innovation programme will target the following relevant interventions drawn from the business support and innovation strand of UKSPF:</p> <p>E18: Made Smarter Adoption: expert advice, grants, leadership, new technologies, lever investment</p> <p>E19: Increasing investment in R&amp;D; diffusion of innovation knowledge; commercialisation of ideas, collaboration</p> <p>E21: Funding for the development/support of appropriate innovation infrastructure at local level.</p> <p>E22: Investing/unlocking enterprise infrastructure and employment/innovation site development projects.</p> <p>E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.</p> <p>E24: Funding for new and improvements to existing training hubs, business support offers, ‘incubators’ and ‘accelerators’</p> <p>E26: Support for growing the local social economy - community businesses, cooperatives, social enterprises.</p> <p>E27: Funding to develop angel investor networks nationwide.</p> <p>E29: Supporting decarbonisation and improving the natural environment whilst growing the local economy.</p> <p>E30: drive employment growth, particularly in areas of higher unemployment.</p>
<p>UKSPF Outputs Delivered</p> <p>(reference <a href="#">UKSPF List of Outputs</a>)</p>	<p>The Innovation programme and its services will deliver the following outputs as set out in the UKSPF guidance relevant to the interventions and programme objectives we have described:</p> <p>New to firm products</p> <p>New to market products</p>

Potential UKSPF Opt-In Projects – Draft pro-forma Version 1 (04.05.22)

	<p>New Businesses  New Knowledge Transfer  Improved Connectivity  Nos of Firms adopting new technology  Nos engaged in Knowledge Exchange  Nos of firms receiving grants  Nos of firms receiving support  Nos of firms attending sessions  Increased productivity  Increased investment  Jobs created  Greenhouse gas reductions</p> <p>At this stage it is not possible to quantify exact numbers against each output until allocations are agreed and details co-designed with participating authorities.</p>
Indicative viable project size and cost per local authority	<p>The Government guidelines for SPF set out three core strands to the programme. Business support is one third of the programme. Given the ground breaking offering from this programme involving major partners across the spectrum of innovation and business support in the community, it presents the opportunity for major transfer of expertise and impact on the local economy. <b>The total cost of the programme to deliver is £12M</b> which would be apportioned as a % of the SPF allocation for each district. Institutional match funding could be considered in addition to the SPF at a level to be determined.</p> <p>To give a sense of scale, presently, the universities across Lancashire (Edge Hill, UCLan and Lancashire) deliver business collaboration innovation programmes <b>worth ~£5M of grant (predominately European Structural and Investment Funds – ESIF ) and significant institutional match funding annually.</b></p>
Proportion of budget spent of delivery versus other overheads	<p>By delivering as one comprehensive programme it will be possible to significantly reduce overheads. By working together and enabling full participation the programme can be lean and highly impactful, concentrating benefits to businesses and the community.</p> <p>A <b>minimum</b> overhead rate of 25% would be consistent with those applied to ESIF Priority 1 Research and Innovation Programmes and projects funded through Horizon Europe. – the EU funding programme for research and innovation.</p>
Indicative Budget Per Authority	
9/22 - 3/23	£1M
4/23 – 3/24	£6M
4/24 – 3/25	£5M

Potential UKSPF Opt-In Projects – Draft pro-forma Version 1 (04.05.22)

<p>Scalability Issues (Minimum viable scale)</p>	<p>Innovation is a collaborative venture sharing knowledge and expertise and is best maximised across Places along with local engagement at hubs or outlets where sectors can catalyse innovation.</p> <p>This programme would best operate across the whole of Lancashire to harness that dynamism and share those opportunities. We believe the minimum viable scale would be 80% of lead authorities but this would be very much sub-optimal for all places.</p>
<p>Other Comments Who will deliver (partners ?)</p>	<p>Guided and steered by the Innovation Board, the partners (many of whom are members of the Board) are proposed to include:</p> <p>Innovate UK, UKRI, Lancaster University, UCLan, Edge Hill University, AMRC(NW), Boost, NWBLT, LCC, Lancashire Colleges Consortium, BAE Systems, National Cyber Force, Westinghouse, NW Space Cluster, University of Cumbria.</p>

Please return to [Andy.walker@lancashire.gov.uk](mailto:Andy.walker@lancashire.gov.uk)

Deadline 12 noon Tuesday 12<sup>th</sup> May 2022



## **Innovation Update & Narrative to statistical reports for Innovate Lancashire website**

The Innovate Lancashire website is now live! It is important to point out that no website is perfect and this is very much one which we expected would need tweaking and improving along the way. Given the nature of the content on this website, it is constantly evolving and as such requires the flexibility to be able to edit content as we go. Therefore, there will never be a perfectly polished and finalised version of this. Timescales for the Innovation Challenge meant we had to move fairly swiftly towards the end and soft launched the website alongside the Innovation Challenge on the 26<sup>th</sup> April. The logic was that with a live 'project' embedded in the site, in this case, The Innovation Challenge it would facilitate driving new users to the site.

The initial statistics have exceeded expectation and are a healthy set of results. I have attached a couple of reports to demonstrate and below is a brief narrative to just highlight the main points of interest at this stage.

The reports cover the period of 26<sup>th</sup> April- 16<sup>th</sup> May

### **Data Overview Report (see attached doc for detailed stats)**

- 1000 visits to the site on the first day of launch.
- 7,981 people have visited the website to date.
- Bounce rate is excellent at 15%. The average bounce rate is 35%. The lower this number the better we are doing. This is how long people have stayed on the website and it's great for Google ranking. Really low bounce rates help to bump us up the Google chain.
- We are already starting to appear on 1<sup>st</sup> page of google for some searches such as, 'innovate Lancashire', 'things to do in Lancashire today' and 'Lancashire events'. Position 2,2 and 3 respectively.

### **Acquisition report (see attached doc for detailed stats)**

This details how people have found the website. The most interesting fact here is the 29% Organic, i.e. a random search. This is an excellent result for such a new website. Drop offs from socials seems quite high but it is perfectly normal. People linking in from social platforms very often just have a quick nose, they may bookmark for a later date but the main thing is the traction we are generating for SEO purposes.

## **Social Media for Innovation**

We are using 5 of the main social media platforms and all are feeding into the website. Engagement and following is steadily increasing, numbers are good.

**Instagram-** This is a placeholder for us. We have 130 followers and numbers are steadily increasing.

**Facebook-** Another placeholder for us but as it's the 3<sup>rd</sup> largest search engine after Google and Youtube, we need a presence on there.

**YouTube-** We have 2 channels- Innovate Lancashire which we will be adding content to soon from the docuseries of Innovation challenge and the Innovation Festival channel featuring footage from the past events.

**Linked In & Twitter-** Regular posts go out across these two platforms and a steady increase in both followers and engagement is emerging.

**'Made in Lancashire' Podcast-** This started in February and is broadcast across Spotify, iTunes, Google and various other channels. We have 2 per month, focussing on a particular theme and consisting of an interview with a relevant business and features an introduction to various programmes on offer across the County. We have 600 listeners to date!

Themes Featured:

Feb-Digital

Mar- Manufacturing

Apr- Phoenix Rising- Post covid success story

May- Medical with Connect Care

June- Green/Clean Tech- Macaw & Crowberry

### **Innovation Challenge**

The Innovation Challenge opened for entries with the launch of the Innovation website on the 26<sup>th</sup> April. The closing date for entries was Friday 13<sup>th</sup> May. We have had such a range of projects, ranging from apps/manufacturing/education/software/research and 52 entries to plough through!

16 of these will be taken through to the next round and have been selected based on, level of Innovation/representation of Lancashire/scale-ability/potential success or viability. The successful candidates will now be asked to submit a 5 minute video pitch, no power-points/slideshows, something innovative, different and which captures the attention. Closing date for this round is 30<sup>th</sup> May. The 'Dragon's Den' style live final has been brought forward from Wednesday 29<sup>th</sup> June to Wednesday 15<sup>th</sup> June and offers 3 cash prizes, 6 hours of mentoring and a trophy.

The winners will participate in a docuseries to show their journey and they will be invited back to present an update at this year's Innovation Festival. This will provide much needed PR for the successful project but also provides us with obvious marketing materials, case studies and inward investment pieces.

There was a clear by-product that emerged from the unsuccessful candidates which was interesting. A large proportion were in fact Digital transformation projects rather than innovation pieces of work. We are looking at addressing this further down the line by offering some Digital Transformation and IP- Protect your Ideas masterclasses (on a practical level not just informative).

If you have any further queries on any of the above, please feel free to email me.

vanessa.robinson-hoy@lancashire.gov.uk

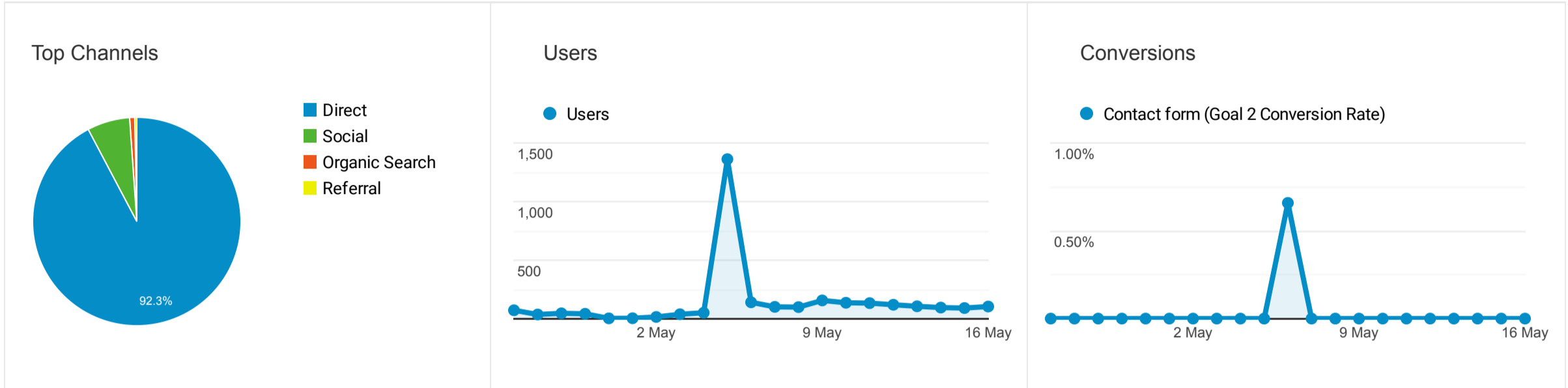


**Acquisition Overview**

26 Apr 2022 - 16 May 2022

**All Users**  
 100.00% Users

Primary Dimension: **Top Channels** Conversion: **Goal 2: Contact form** [Edit Channel Grouping](#)



	Acquisition			Behaviour			Conversions		
	Users	New Users	Sessions	Bounce Rate	Pages/Session	Avg. Session Duration	Goal 2 Conversion Rate	Goal 2 Completion	Goal 2 Value
	2,783	2,783	3,068	15.48%	2.60	00:01:22	0.03%	1	£0.00
1 <b>Direct</b>	2,579	<div style="width: 92.3%;"></div>		10.22%	<div style="width: 10.22%;"></div>		0.00%		
2 <b>Social</b>	185	<div style="width: 6.6%;"></div>		63.44%	<div style="width: 63.44%;"></div>		0.36%	<div style="width: 0.36%;"></div>	
3 <b>Organic Search</b>	22	<div style="width: 0.8%;"></div>		29.03%	<div style="width: 29.03%;"></div>		0.00%		
4 <b>Referral</b>	9	<div style="width: 0.3%;"></div>		35.71%	<div style="width: 35.71%;"></div>		0.00%		

To see all 4 Channels click [here](#).

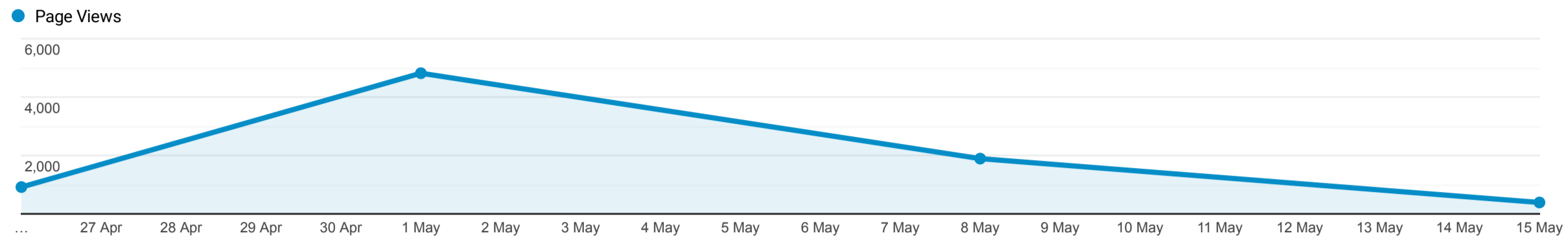


Overview

26 Apr 2022 - 16 May 2022

**All Users**  
100.00% Page Views

Overview



<b>Page Views</b> <b>7,981</b>	<b>Unique Page Views</b> <b>3,910</b>	<b>Avg. Time on Page</b> <b>00:00:50</b>	<b>Bounce Rate</b> <b>15.48%</b>	<b>% Exit</b> <b>38.44%</b>
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Page	Page Views	% Page Views
1. /	6,437	80.65%
2. /innovation-challenge-2022/	460	5.76%
3. /businesses/	98	1.23%
4. /events/	53	0.66%
5. /login/	44	0.55%
6. /innovation-thank-you/	43	0.54%
7. /support/	42	0.53%
8. /case-studies/	39	0.49%
9. /contact/	31	0.39%
10. /dashboard/	30	0.38%



## Feedback on the Innovate Local: North West event

### Introduction

The Innovate Local: North West event was held online on 25th January. It attracted an England-wide audience of 78 delegates who wanted to hear from senior executives and learn about the big innovation themes being driven forward by pioneering leaders in the local area.<sup>1</sup> The full agenda, along with further details on the audience, is provided in the Appendix.

Big Innovation Themes for the local area were discussed, including Electronics, Nuclear and Defence & Security. Updates on those topics can be found later.

With this online event, we also wanted to achieve a deep level of involvement with the audience and recognised it would require a novel approach. So, mid-way, we flipped from 'broadcasting' into 'engaging', by enabling the audience to contribute their views against a series of questions on the local innovation ecosystem and their role in developing it further.

This engagement was facilitated by a Lancaster based employee of Innovate UK KTN, using the Menti software. Approximately 40 delegates responded to the questions which is reasonable for this pilot activity, especially as many were joining from outside the locality and may not have had informed views. We are grateful to everyone who engaged with the exercise and contributed their opinions.

It is worth highlighting that the session closed with an open question, "Share a few words that sum up how you feel about this session?" Most responses were very positive, e.g. involved, inspiring, collaborative, and enjoyable, which encourages us to build on this exercise in future. Even the partially critical responses were constructive and gave reassurance of the value of the exercise, e.g. too quick, rushed, and what happens next? In future, up to 40mins should be allowed.

A recording of the session can be [viewed online](#). The survey has now closed.

The results presented in this report are anonymous and aggregated which enables analysis and distribution among the event stakeholders and delegates.

Future engagement activities with innovators in the locality could return to this survey and go further into areas of importance. Delegates were told up front that the next steps would depend largely on the answers given. Indeed, one of the questions tested their interest in some options that should be discussed by the event partners, alongside their interpretation of the results against the individual questions that now follow.

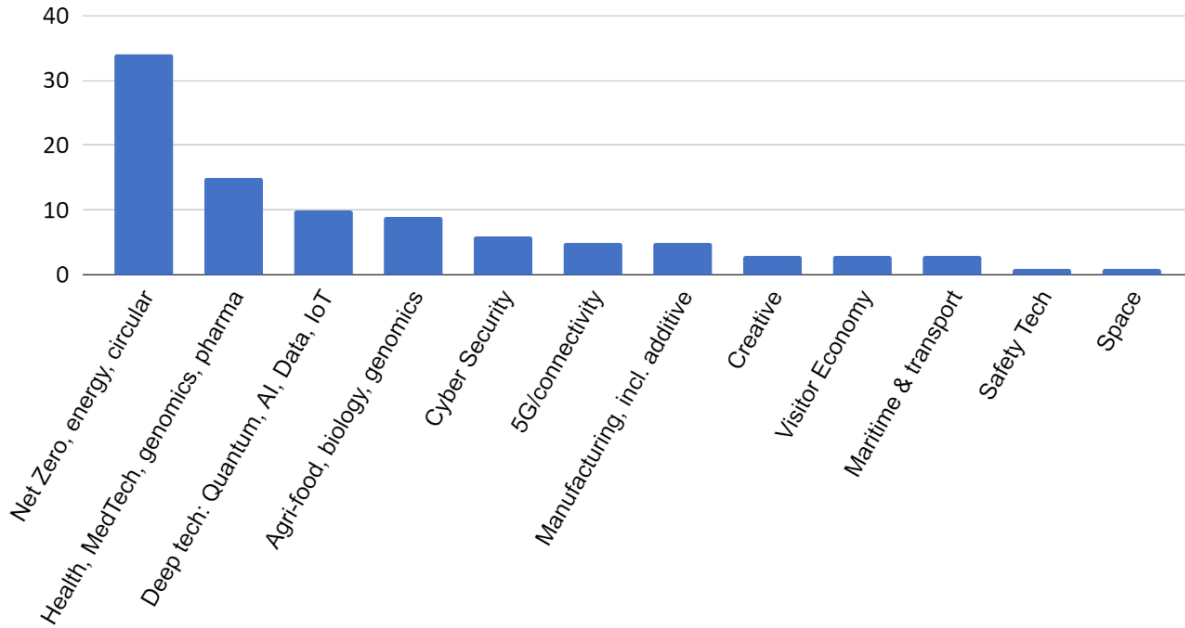
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<sup>1</sup> The aim of the Innovate Local programme is to work with local stakeholders to create an event that addresses local innovation priorities and helps businesses to learn more about the innovation process and the support available.

This event aligned with the strengths and priorities of Lancaster and South Cumbria and was organised by Innovate UK's Manager for North West England, working with Innovate UK KTN and Innovate UK EDGE. The event benefitted from strategic support from the North West Business Leadership Team, Lancashire Enterprise Partnership, Cumbria LEP, Lancaster University, and the University of Cumbria. Collaboratively, these organisations shaped the objectives, agenda and arranged speakers.

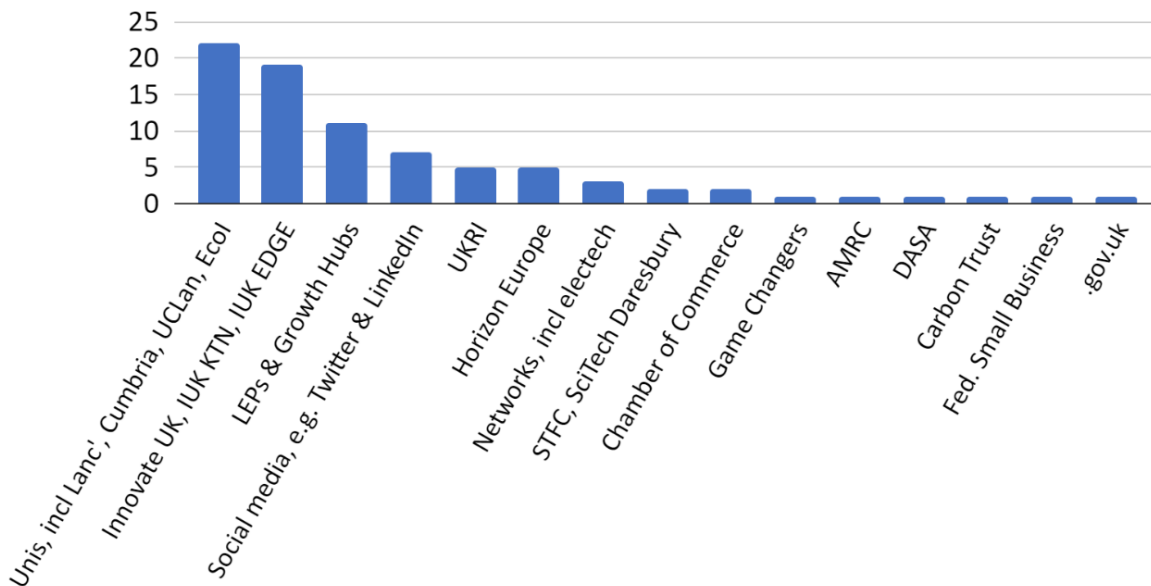
## Big innovation themes for local area

Q: What other sectors or themes would you like to see promoted and supported? (In addition to electronics, nuclear, and defence & security.)

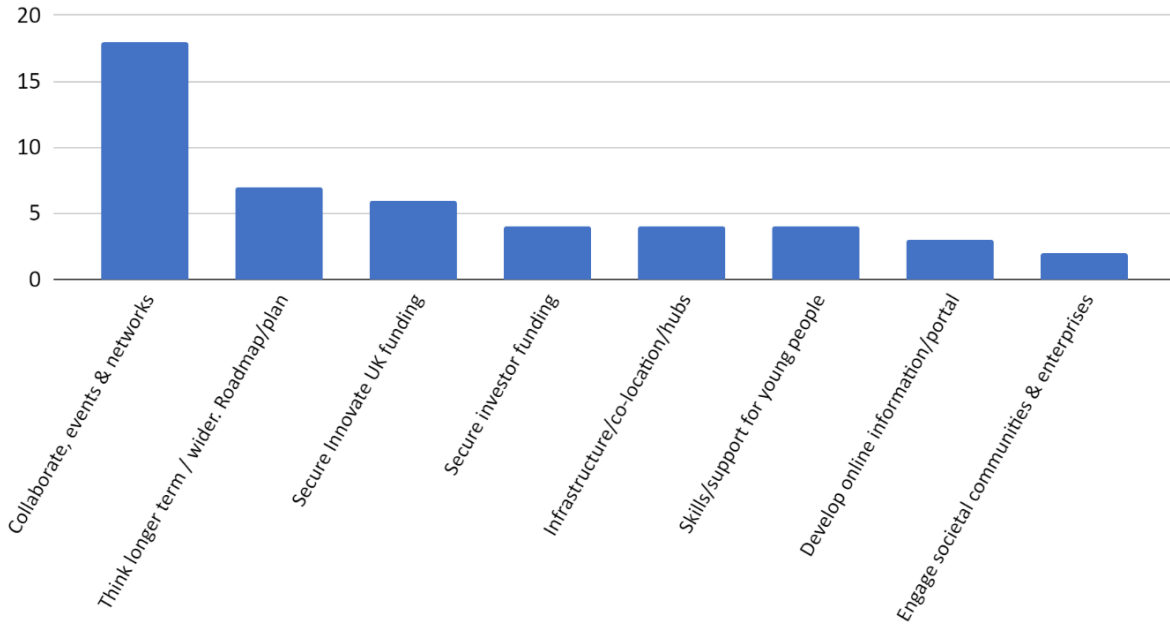


## What needs to be in place

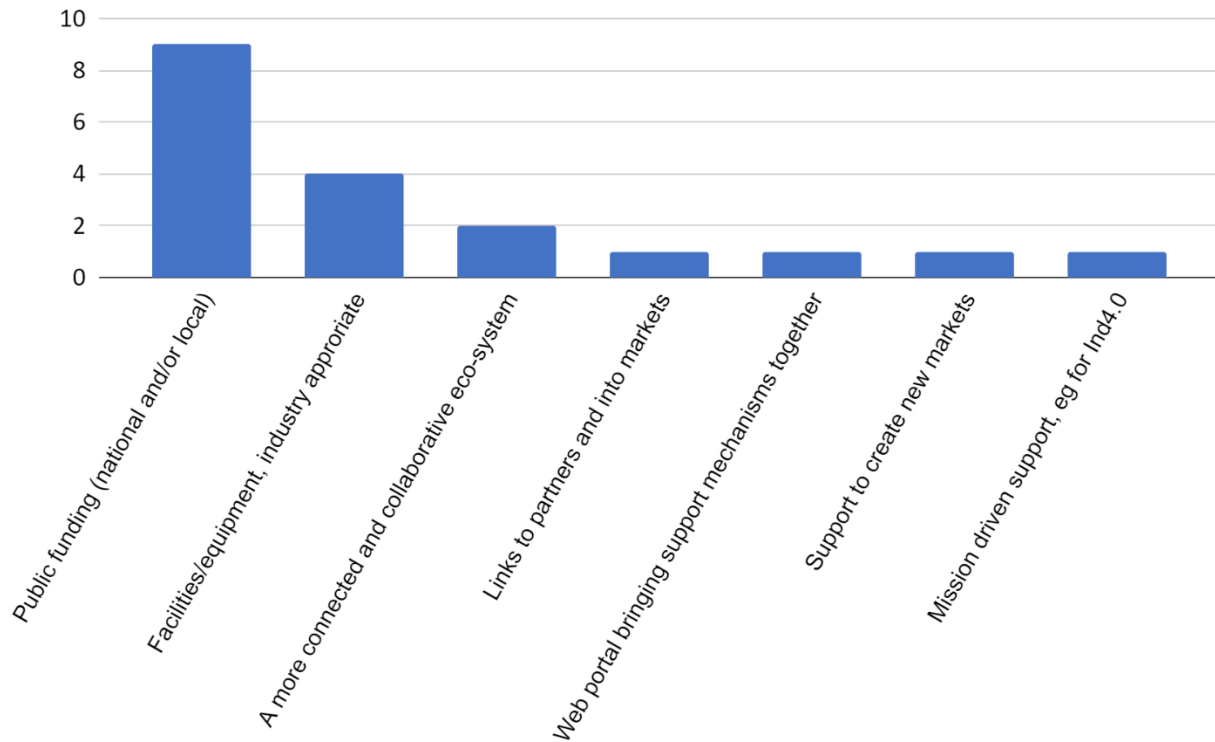
Q: Where can you learn of innovation opportunities?



Q: What more can the business community do to develop the innovation ecosystem locally?



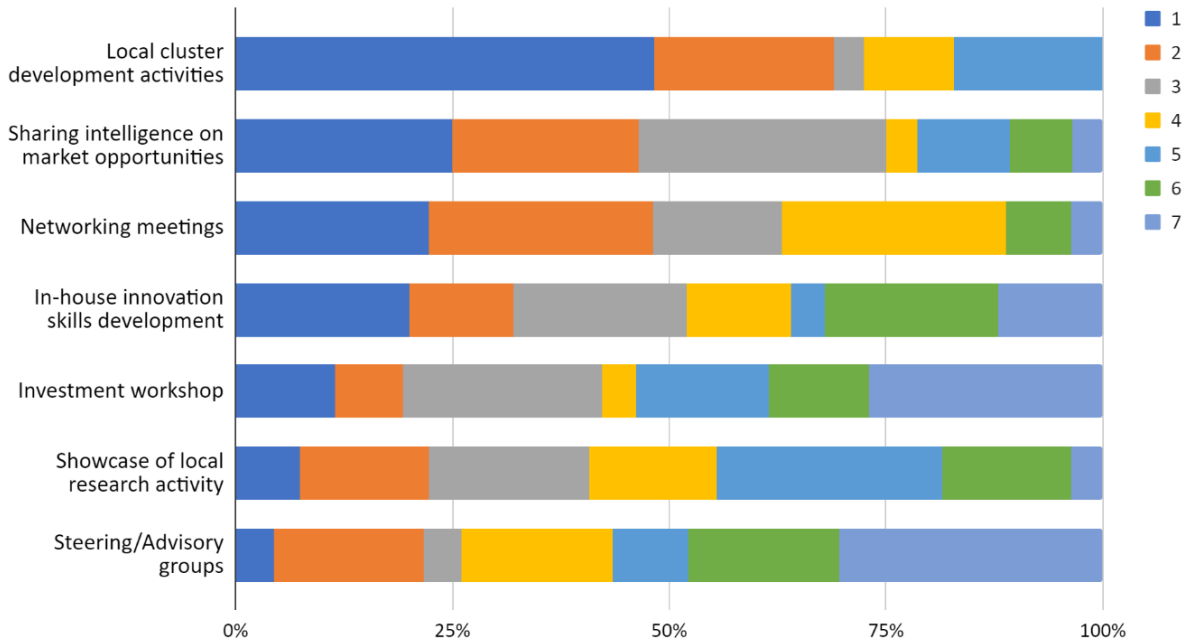
Q: What does the area need for you to innovate and scale up your innovative business?



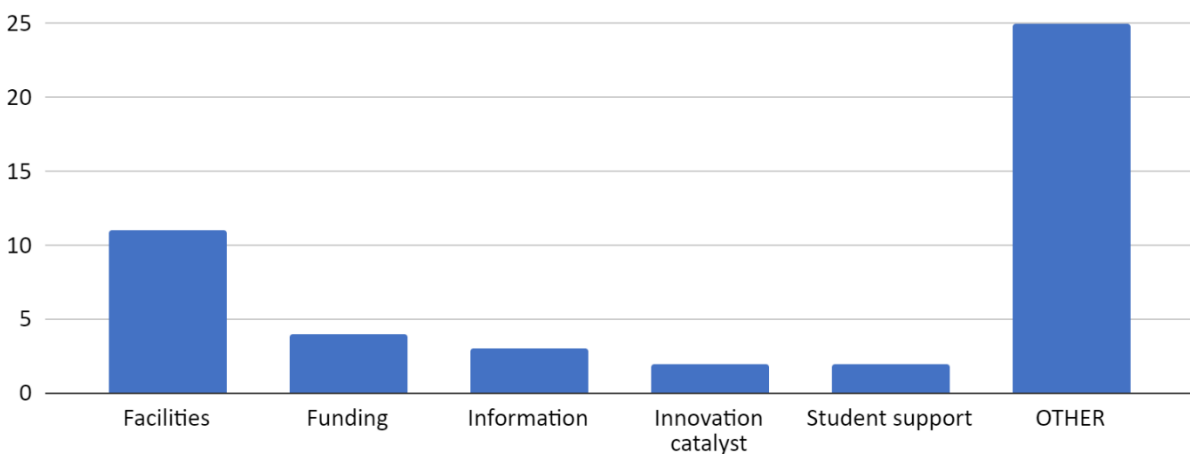
## Actions and commitments

Q: Which of these follow-on activities would you participate in?

For this question, participants ranked seven possible options, with #1 being their most preferred and #7 being their least preferred. In the chart below, the seven options are ordered with the most popular at the top and the least popular at the bottom.



Q: What can you contribute?



'Other' consists of a wide-ranging set of individual answers such as specific products or services, or expertise on specific technologies or elements of business strategy and growth. The diversity of responses indicates a strength of willingness that could be harnessed by a coordinator.



Q: What will you do tomorrow to make this future state a reality?

- Visit Game Changers website to review their challenges / opportunities.
- Provide access to research engineers involved in advanced manufacturing technologies
- Reach out to people today and going forward
- Follow up with a few attending today to learn more about initiatives
- Talk to Tech Lancaster
- Follow-up
- Follow-up
- reach out
- Network with participants
- Keep building the momentum
- Join Electech
- Support future Innovation Catalysts with key stakeholders
- Engage with new contacts met through this event
- Communicate the offer more effectively
- Internal communication of the content of this event. (We are a customer)
- Going to explore a cluster
- We will give NW SMEs a free R&D Tax Claim consultation
- Healthcare solutions
- Offer my help
- Join the electech cluster group

Q: Share a few words that sum up how you feel about this session:



## Appendices

### Full agenda of the event

#### Innovate Local: North West - 25<sup>th</sup> January 2022

##### **09:30-10:10: Welcome and Keynote – innovation leadership**

Opening address by Indro Mukerjee, CEO of Innovate UK, followed by a keynote presentation by Professor Graham Wren OBE, Director of Major Projects at Strathclyde University.

##### **10:10-10:30: Lancaster and South Cumbria economy, enterprise and innovation**

An overview from Sarah Kemp and Jo Lappin MBE, the Chief Executives of Lancashire Enterprise Partnership and Cumbria Local Enterprise Partnership.

##### **10:30-10:45: Networking Break**

##### **10:45-11:55: The Big Innovation Themes**

Ambitious provocations from local thought-leaders and clarity on how you can contribute and get behind these. The themes include electronics (Natasha McCrone of Rinicom Ltd), nuclear (Frank Allison of FIS360) and security (Neil Jackson of BAE Systems Submarines).

This is followed by an opportunity to tell us your views on the presented Big Innovation Themes, on the ecosystem, on how you could contribute, and on what is needed to fulfil the local potential.

##### **11:55-12:05: Networking Break**

##### **12:05-12:25: Panel discussion: moving forward the innovation community**

How will momentum be maintained? Responding to the contributions of delegates, maintaining local business engagement, and facilitating local leadership and drive.

##### **12:25-12:45: Driving forward your own innovation initiatives**

Introducing the specialist innovation support available to you through local and national support mechanisms. Presented by members of the Innovate UK family, Local Enterprise Partnerships, and the Universities of Lancaster and Cumbria, on areas including funding, business growth support, Knowledge Transfer Partnerships (KTPs) and the Innovation Canvas.

##### **12:45-13:30: Networking Lunch**

##### **13:30-15:30: Drop-in networking sessions**

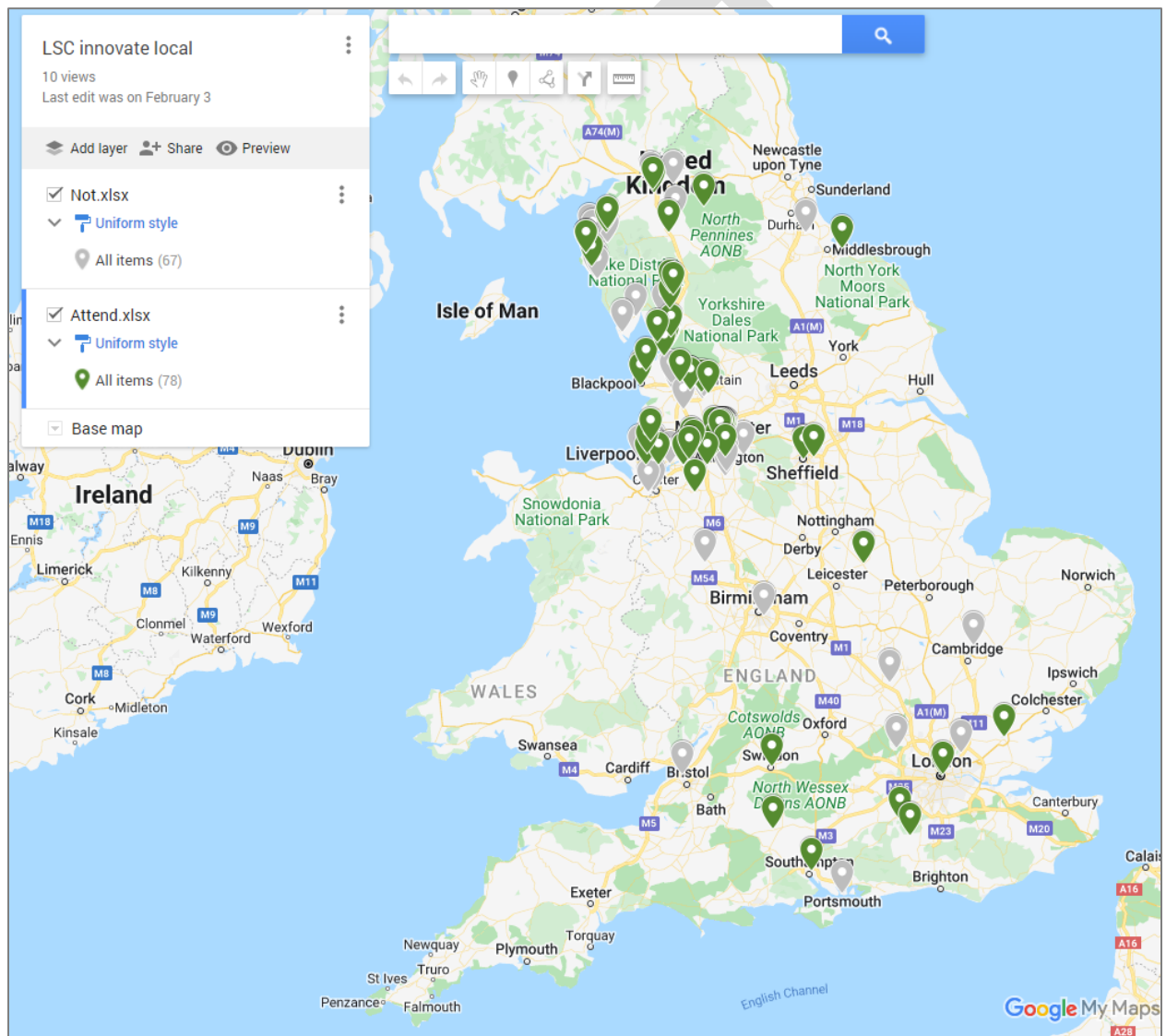
Drop-in sessions on virtual tables where delegates can discuss, ask questions and find out more about the support available. Tables hosted by Innovate UK, the two LEPs, Innovate UK KTN, the two universities, Innovate UK EDGE, and the local pioneers for Electech and Nuclear.

## Registrants

- 145 audience registrants, plus the organisers and speakers
- 78 of the audience registrants attended on the day (54%)
- 67 did not join on the day but do receive follow-on communications

54% is a high attendance rate for an online, free-to-attend event, particularly at a time when similar events had been reporting much lower attendance rates.

The map shows the reach achieved across England, with the green markers showing the locations provided by the registrants who attended. Where markers overlap for the same postcode they only show as one marker. Grey markers are those who did not join on the day.



## Organisations who joined on the day

Note, some organisations had more than one attendee.

AMRC North West	Ixion
Anglia Ruskin University	Lancaster city council
Arup	Lancaster University
BAE Systems	Like Technologies Ltd
Barclays	Manchester Metropolitan University
Barclays Eagle Labs	Metamorphic
Blue Orchid Enterprise Solutions Ltd	Milliamp Technologies
Blue Planet Energy Systems Limited	North West Business Leadership Team
British Business Bank	Nuclear Advanced Manufacturing Research Centre
Cheshire and Warrington Growth Hub	OakTec
CNC Robotics Ltd	Phoenix DX Ltd
CPI	Praeferre
Cumbria Innovations Platform - University of Cumbria	Quantum Science Ltd
Cumbria Innovations Platform @ Lancaster University	RDvault Ltd
Cybermoor	Reason Digital
D & S Knowles Consulting Ltd	Rinicom Limited
DASA	Sellafield
Delkia	Stantec
Dept for International Trade	STFC
Digitecher Ltd	Stopford Ltd
E4-3D	Sunbeam Management Solutions
eBusiness UK Limited	The Centre For Global Eco-Innovation
EnBW	The Config Team
Engineered Capabilities Ltd	The Growth Company
Engineering and Physical Sciences Research Council	The University of Manchester
FIS360 Ltd.	Thornton Tomasetti
GA Proto Ltd	Typhon Treatment Systems
GC Business Growth Hub	Unilever R&D
Gencoa Ltd	University of Cumbria
Glass Futures	University of Salford
Greenoak Innovation Ltd	University of Southampton
Health UnionTechnologies Ltd	Victrex Plc.
Health.ai Ventures	Vitaerium Ltd
Innovate pharmaceuticals	William Blythe Ltd
Inventya Ltd.	Yourgene Health

## Post event updates

### **ElecTech (Electronics Technologies)**

<https://electechinnovationcluster.co.uk/>

The cluster's website is an excellent place to remain up-to-date with the latest news and activities of the cluster. From there it is possible to subscribe to a newsletter.

The cluster continues to gain new members and ambitions. There has also been related success for academic partners in securing research funding for better understanding and supporting the cluster, and for innovation funding to provide direct support to businesses in the cluster.

### **Nuclear**

Something similar could be contributed

### **Defence & Security**

Something similar could be contributed

DRAFT





## LEP – Sub Committee

### LEP - Lancashire Innovation Board

**Private and Confidential: No**

**Date:** Tuesday, 7 June 2022

### **Innovation Plan Refresh**

(Appendix 'A' refers)

**Report Author: Matt Wright,  
Matthew.Wright@lancashirelep.co.uk**

#### **Executive Summary**

Immediately after this Innovation Board a workshop will be held facilitated by Steer Consulting Group to develop the next stage of the Lancashire Innovation Plan refresh.

This follows from the workshop held after the last meeting, which looked at the baseline study and facilitated responses to the following two questions in the context of the Lancashire Innovation Plan Strategic Framework:

- What is working well & needs to continue?
- What new things needs to be done, which are not currently happening?

At the workshop on the 7<sup>th</sup> June 2022 Steer will report back on further external consultations and sectoral analysis of smart specialisation for Lancashire, addressing:

- Feedback from external consultations on perceptions of innovation in Lancashire
- Implications of external consultations for present framework structure
- Overview of smart specialisation in relation to the LIP refresh
- Smart specialisation in Lancashire - proposals for 'Staying Ahead' strengths and 'New Routeways'
- Next steps, including summary of content for next Innovation Board

Notes from the last workshop are attached at Appendix 'A' to this report.

#### **Recommendation**

That Members of the Innovation Board and officers engage with the facilitated workshop after the meeting to further develop the Lancashire Innovation Plan.

## Background and Advice

The existing Innovation Plan was produced in 2017 and subsequently the economic landscape has seen the advent of a new UK Government, the impact of Brexit and Covid-19 together with new policies such as the UK Innovation Strategy and the Levelling Up White Paper and more recently geo-political upheaval resulting from the war in Ukraine. At the same time several of the targets set out in the original plan have been delivered, further requiring a refresh of the Plan and deliverables.

A previous baseline report was presented to the Board, the first in a series which will be produced over the period though to late Summer 2022 to help guide the refresh of the Lancashire Innovation Plan (LIP), which was developed originally by Steer Economic Development (Steer-ED) in late 2017/early 2018 and to which the Lancashire Innovation Board has been working since its formation in summer 2020.

Two rounds of consultations have been held with stakeholders ( the most recent with national stakeholders has not been reported on yet and in addition a review has been undertaken of market trends and policy implications as well as assets existing in the county. Work building on the notes from the last workshop, appended to this report, have been synthesised and will form the basis of a more detailed facilitated session addressing:

- Feedback from external consultations on perceptions of innovation in Lancashire
- Implications of external consultations for present framework structure
- Overview of smart specialisation in relation to the LIP refresh
- Smart specialisation in Lancashire - proposals for 'Staying Ahead' strengths and 'New Routeways'
- Next steps, including summary of content for next Innovation Board

As a reminder to members of the Innovation Board, the original baseline report sought to do three things:

1. To summarise the key changes in the socioeconomic context for innovation in Lancashire since the LIP's baseline was developed in 2017;
2. To synthesise a first-round of qualitative feedback gathered from consultees on how and where the LIP might best be refreshed; and
3. To review the practical actions that have been undertaken since 2017/18 to move the LIP from concept to operating reality.

The approach drew on three key sources of evidence:

- An updated baseline assessment of Lancashire's socioeconomic context, completed by Lancashire County Council and LEP colleagues, taking account of the dramatic changes caused by the COVID-19 pandemic and Brexit, and on





longer-term priority shifts to focus on low and zero carbon activities and the increasing digitalisation of industry;

- Twelve one-to-one consultations with key stakeholders in Lancashire’s Innovation area, conducted by Steer-ED’s senior team members, highlighting what has worked well and what challenges remain in Lancashire to maximise its innovation potential.
- A line-by-line assessment of the actions proposed in the 2017/18 LIP, completed by Lancashire County Council and LEP colleagues, indicating progress against each action and identifying reasons for progress.

This included four sections:

- Socioeconomic Context – a headline review of the changing socioeconomic context within which a refreshed LIP will need to sit, and to which it should respond proactively.
- Challenges and Opportunities – a summary of the key challenges facing Lancashire in maximising innovation, and the potential new opportunities to be capitalised on by a refreshed LIP;
- A review of the 2017/18 LIP- observations on the relevance and successes of the 2017/18 LIP’s content, delivery, and governance; and
- Implications and Priorities – a concluding chapter highlighting the important conclusions from four years of the 2017/18 LIP, recommending the priorities for the refreshed LIP.

**List of Background Papers**

Paper	Date	Contact/Tel
N/A		
Reason for inclusion in Part II, if appropriate		
N/A		



## Innovation Board Workshop - Steer-ED Note

### Purpose

This note provides a summary of the key points of discussion at the workshop facilitated by Steer Economic Development (Steer-ED) following the Innovation Board Meeting held at County Hall, Preston on 3 March 2022. It reports on Board Members' responses to the following two questions, in the context of the Lancashire Innovation Plan Strategic Framework:

- What is working well & needs to continue?
- What new things needs to be done, which are not currently happening?

### Summarised Notes

#### Strategic Aims 1 and 2: Innovation Capability

- Lancashire has strengths in health, aerospace, and defence, which have crossovers with emerging themes in security (physical and cyber) and resilience (economic and environmental).
- The evolving nature of health (e.g. towards remote diagnostic/treatment, healthy ageing, mobile devices) and defence (from traditional military hardware to cyber and unmanned vehicles) presents opportunities for Lancashire, based on its existing strengths in these fields.
- Skills are a major barrier to capability. National Cyber Force will require c. 2,500 staff and businesses across the County already struggle with attraction and retention of talent (8% of businesses have "hard to fill" vacancies, up from 4% in 2016).
- 'Levelling Out' concept is important and will require smart collaboration with neighbours in GM and LCR.
- Regional Growth Fund and Made Smarter support programmes have been successful, but now Lancashire is missing this stimulus in manufacturing. Manufacturing needs to be updated, particularly through ensuring workers with the right skills are available in a growing talent pool. Enabling infrastructure needs to be promoted and signposted.
- Low Carbon initiatives can be used as a method to gain efficiencies at a business level. SMEs, in particular, need support for this.
- 100% of ERDF funding in Lancashire is delivered through its universities, compared to 10% in GM. Businesses need to be provided with support to bid for R&D funding and to be ambitious.
- Successes in ElecTech and sustainability have been observed in Lancashire, but there is no funding to support these sectors further.
- Growth in SMEs is significantly curtailed by recruitment. The skills barrier in Low Carbon activities is the worst in the country.
- EIC, HIC, AMRC are all important infrastructure assets, but they need to collaborate more. Providing demonstrator facilities for emerging tech development is important for catalysing innovation and attracting innovative businesses.

- Use of Innovate UK funding in Lancashire businesses is improving, but often the projects aren't ambitious enough.
- Conversations need to be manufactured to identify 'new routeways' to emerging sectors and then develop actions which need to be taken to facilitate this.

### **Strategic Aims 3, 4 and 5: The Innovation Ecosystem**

- Lancashire partners need to provide a way for people to access innovation:
  - Promote facilities and what Lancashire excels at
  - Provide physical spaces to carry out innovation and R&D activities in
  - Provide access and routeways to finance for R&D – e.g. NW Aerospace Alliance
- Consider the possibility for an innovation centre at Salmesbury, which would provide 'sandpit' space for unclassified and unconstrained innovation activities. However, any additional physical assets must be world class
  - Provision of access to soft and hard support/facilities
  - Create a space where SMEs can 'rub shoulders' with academics and big business – bringing innovation from behind the wires of large businesses
  - Skills development support
  - Add-on/grow-on space
  - 5G ready
  - Creating a place for 'collision' of ideas. Success stories exist, such as at Building 41 in Boston, MA and Porton Down, Wiltshire
- Fraser House in Lancashire is working well on the networking side, but is lacking in grow-on space
- A resource is needed to help to find and identify innovation activity in the County
- More 'animators' are needed who work across the sectors. These are the people who can identify and catalyse cross-sector and technology convergence point opportunities. This can be helped by developing more connections such as the one currently with MIT
- Need to understand how to utilise and seek funding opportunities
- Lancashire has an infrastructure advantage for the development of future mobility. It needs to promote the use of technology in this and other areas, rather than relying on traditional expertise in manufacturing
- Talent attraction is hugely important. It needs to be promoted carefully. E.g. house prices and the quality of life are attractors, but need to be built into a saleable 'story'
  - Attraction to young professionals needs a more holistic approach. Lancashire can't just rely on the perceived quality of its jobs and businesses. The towns need to provide amenities and leisure opportunities which make people want to live there
- Lancashire needs to develop a clear story to tell and then promote this message proactively.
  - 'Tech City Lancashire' is an idea, but it needs to be defined what role the Council has in innovation.
- With the announcement of National Cyber Force, Lancashire needs to start work now on developing the supply chain and also identifying tech merging points which may flow from this opportunity.