

Lancashire LEP Strategy Improvement Plan 2019-20

April 2019

<u>Improvement summary</u> <i>Summarise the improvement that needs to be made, including KPIs</i>	<u>Milestones</u> <i>Add key milestones and dates (where possible)</i>	<u>Monitoring process</u> <i>Note how you will monitor progress</i>	<u>Area Lead progress update</u> <i>To be completed on a quarterly basis, referencing progress on KPIs</i>
1. We will provide strong, stable and diverse leadership	<ul style="list-style-type: none"> • Appointment of Permanent Chair by April/May 2019 • Full induction programme for new Chair including networking with another LEP chair • Appointment of Permanent Chief Executive by September 2019 • Review of function and form of Lancashire LEP commences by June 2019 • Robust succession planning of Board Members and early identification of succession requirements • Programme of Events to encourage applications and interest in the LEP Board from women and diverse groups • Performance Appraisal of Board Members • Increased involvement in NP11 and LEP Network • Improved perception of LEP as an independent entity 	<ul style="list-style-type: none"> • External feedback on LEP impact and independence • Clear Chair and Board Member induction process • Board reports detailing succession plans and induction processes. • Clearer website navigation. • Succession Plan in place • Ensure required diversity targets are met on time • Performance outcomes 	

<p>2. We will demonstrate a clear timeline for the development of Lancashire's Local Industrial Strategy</p>	<ul style="list-style-type: none"> • Steer Economic Development were commissioned in January to support the LEP to develop a LIS. • A Project Initiation Document is attached at Appendix A. • Initial scoping sessions with the LEP's Business Support Management Board and Skills and Employment Advisory Board took place on 14/03/18 and 03/04/19 respectively. • An initial phase of twenty telephone interviews is now underway to prepare a refreshed evidence base and SWOT analysis of all parts of the Lancashire economy, including Blackpool and East Lancashire. • Key workshops for the SWOT, Strategic Framework and Action Plan elements of this LIS are scheduled as follows:- <ul style="list-style-type: none"> • Workshop 1 – Wednesday 15th May • Workshop 2 – Thursday 27th June • Workshop 3 – Wednesday 24th July • An update report outlining this progress will be shared with the LEP Board at its next meeting on the 1st May 2019 • Evidence base and stakeholder engagement complete by July 2019 • Narrative development and collaboration with Government by December 2019 • Final LIS in place March 2020 • Further development of this programme of work and a plan for broad based consultation is dependent and for agreement with incoming Chair – end April 2019 • In parallel Greater Lancashire Plan (GLP) work will commission a shared prosperity and quality of life 	<ul style="list-style-type: none"> • CLG will receive regular updates on the LIS development process and will be invited to all key consultation events. • Website will provide a LIS dedicated update page. • LIS will be a standing item on LEP Board and incorporated into Forward Plan. 	<ul style="list-style-type: none"> •
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<p>We will refine the LIS and other strategies regularly, maintain and update them, with regular inputs from stakeholders.</p>	<p>independent review that will also inform the LIS as well as the GLP.</p> <ul style="list-style-type: none"> • The LEP to rationalise its operating model and business cycle. • This to include alignment with developments associated with the GLP. • This rationalisation to include all strategies and plans. • The LEP will look to produce a concise listing and timetable for key strategic, business planning and financial documents. 	<ul style="list-style-type: none"> • Website updates and content reviews will show progress. • Sent to CLG July 2019. 	
<p>3. We will demonstrate a clear ambitious vision that is realistic, challenging, has wide buy-in and is grounded in evidence and analysis.</p>	<ul style="list-style-type: none"> • The LEP will update and re-visit the Vision set out in the Strategic Economic Plan, originally written in 2014. • This will be informed by the evidence base and SWOT work on the LIS, but will provide a wider economic narrative for the County. • For agreement with incoming Chair. • Greater Lancashire Leaders are seeking to produce a long-range vision based on Lancashire 2050, as part of the GLP. This will set out the ambition and vision for Lancashire as a whole. The LEP Vision for the sub national economy will feed-in, feature and be informed by all of this as well as sit within the GLP three-year Strategic Framework. 	<ul style="list-style-type: none"> • Updated Vision reflecting initial SWOT work on LIS will go back to LEP in June, in consultation with and driven by the new chair. • The Vision will be informed by the wider aspirations of stakeholders and fit within the GLP. 	<ul style="list-style-type: none"> •
<p>4. We will work continuously across our boundaries to maximise economic development and growth opportunities</p>	<ul style="list-style-type: none"> • Functioning Economic Market Area mapping work will be undertaken as part of the development of the LIS to add understanding and insight into the dynamics of the subnational economy. • NP11 collaboration and close working will continue to inform the LIS development and delivery • Cross-LEP working will be integrated into the LIS, including working with our neighbours in Cumbria, 	<ul style="list-style-type: none"> • A Key Diagram will feature as part of the LIS in explaining the economic geography. • Cross boundary partnership work will feature as part of website updates. • The LIS content will include cross- boundary relationships 	<ul style="list-style-type: none"> •

	<p>Liverpool City Region and Greater Manchester and with neighbouring regions and the Northern Powerhouse</p> <ul style="list-style-type: none"> • A pan-Lancashire approach will be encouraged to support stronger collaboration across the 15 local authorities. 	<p>and partnerships for local economic growth ambitions.</p> <ul style="list-style-type: none"> • County wide buy in will be encouraged by holding Board and other meetings/events around Lancashire 	
<p>5. We will produce a stakeholder engagement plan for the Local Industrial Strategy to ensure all stakeholders are appropriately engaged.</p>	<ul style="list-style-type: none"> • Over 50 local stakeholders SMEs, and business representative organisations have already been engaged in the scoping phase of the LIS. • Telephone calls and the three planned workshops will have space for a further 110 individuals to engage with the process. • A public / open call for evidence will be posted on the LEP website. • This will cover all areas, including Blackpool and East Lancashire • For agreement with incoming Chair – mid-May 2019 	<ul style="list-style-type: none"> • Document will be provided to CLGU • These opportunities will be repeated in further phases of the development and the delivery of the LIS to secure continuous adaptation and 'buy' in to it. 	<ul style="list-style-type: none"> •
<p>6. We will create an Innovation Board and seek to mainstream knowledge and innovation in the economy</p>	<ul style="list-style-type: none"> • Highlights arising from the Innovation Plan and a recommended composition and Terms of Reference for an Innovation Board will be brought to the LEP meeting on the 1st May by Mark E Smith – the LEP innovation champion. • Board decision end April. • Recruitment of members – May 2019. • Innovation Work Programme established by October 2019, incorporating key R&D aspirations across key sectors, linked to key areas of new knowledge and assets within the universities, and talent and skills priorities. • Clear set of contributions from the Innovation Board, informing LIS priorities. 	<ul style="list-style-type: none"> • October Work Programme in place and aligned with the development of the LIS. • Innovation eco system mapped and better understood with plans for stimulation and growth. • Innovation-led priorities and contributions captured by the LIS. 	<ul style="list-style-type: none"> •

<p>7. We will step-up to more fully engage our local MPs</p> <p>We will regularly review MP engagement strategy</p>	<ul style="list-style-type: none"> • LEP will continue to deliver the activity set out in the MP engagement plan. This will include:- • The refresh of the Lancashire Enterprise Partnership website • The Scheduling of more Face-to-face meetings, particularly with the new chair • Strategic update e-newsletters • Bespoke email correspondence • Strengthening the Lancashire LEP voice in Westminster • More engagement via partners and advocates • Sharing of press information and positive media coverage • Social media and personal 'tagging' • Seek examples of good practice from other LEPs • Quarterly in conjunction with Chair 	<ul style="list-style-type: none"> • CLG included in all MP communications. • Measuring degree to which MPs support the LEP including informal surveys and feedback for capturing their views. • More regular updates on the LIS, its design, development and delivery and opportunities to promote it and Lancashire in the Business of the House. • Embedding good practice from other LEP areas • Covered in note of that meeting with chair. 	<ul style="list-style-type: none"> •
<p>8. We will work with Area Lead to develop engagement programme with LEP Senior Sponsor</p>	<ul style="list-style-type: none"> • Quarterly Sponsor visits to improve perception of LEP in Whitehall. 	<ul style="list-style-type: none"> • Visits arranged. 	<ul style="list-style-type: none"> •
<p>9. We will demonstrate that our strategy drives all LEP investment programmes and connects fully with the programmes of others.</p>	<ul style="list-style-type: none"> • The LEP will periodically review all project selection processes and criteria to ensure that these remain well aligned with the conclusions and recommendations of its overall and subject specific strategy work. • The GLP work will ensure that there is strong alignment across plans and prioritisation, to enable optimisation of investment opportunities, including match funding and addressing market failure 	<ul style="list-style-type: none"> • Already reflected in an updated Growth Deal underspend assessment form. • Any new revisions or updates will be shared with CLG. • The monitoring of programmes and projects, including new successes through LEP related strands of work as well as others, such as HIF and TCF will 	<ul style="list-style-type: none"> •

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