LEP - Lancashire Innovation Board

Virtual meeting to be held via Zoom on Friday, 6th November, 2020, starting at 10.30am

Agenda

Part I (items that are publicly available)

1.   Welcome and apologies.

2.   Declarations of Interest

Board Members are asked to consider any Pecuniary and Non-Pecuniary Interests they may wish to disclose to the meeting in relation to the items of business on the Agenda.

3.   Minutes of the last meeting (Pages 1 - 6)

The Board is asked to agree that the Minutes of the meeting held on the 24th July 2020 (copy attached) are confirmed as an accurate record and signed by the Chair in due course.

4.   Innovation Board Membership (Pages 7 - 8)

5.   Feedback from Innovation Festival (Pages 9 - 12)

6.   Project Mapping (Pages 13 - 14)

7.   SEED Health Alliance update (Pages 15 - 20)

8.   Updates on Innovation Projects Portfolio (Pages 21 - 22)

9.   Updates/Intel from Board members

An opportunity for Board members to give any brief updates on latest news from their organisations that may want to be considered for future discussions.

10.   Any Other Business

11.   Date of Next Meeting

The next scheduled meeting of the Innovation Board will be held at 10.30am on the 19th February 2021 either remotely via Zoom or, subject to Covid-19 restrictions at the time, at County Hall, Preston.

Lancashire
Enterprise Partnership

LEP - Lancashire Innovation Board

Minutes of the Meeting held remotely via Zoom on Friday, 24th July, 2020 starting at 10.30am.

Present:

Graham Baldwin - Chair

Tony Attard OBE DL	Natalie Jones
Jane Binnion	Peter Lee
Gaynor Dykes	Lindsay Roche
Lorna Green	Claire Whelan
Rick Holland	Dion Williams

In Attendance

Andy Walker, Head of Business Growth, Business and Innovation, Economic Development, Lancashire County Council.
Maya Ellis, Innovation and Digital Lead, Business and Innovation, Economic Development, Lancashire County Council
Matt Wright, Lancashire Universities Innovation Manager.
Mike Neville, Senior Democratic Services Officer, Lancashire County Council.
Simon Pringle, Director, Steer Economic Development.

1. Membership and Terms of Reference of the Board

A report was presented on the membership and Terms of Reference of the Innovation Board as approved by the Lancashire Enterprise Partnership Board on the 23rd June, 2020, including subsequent updates.

All members of the Board introduced themselves, apologies were presented on behalf of J Dalton and G Dykes reported that since the agenda had been circulated she had moved to the British Business Bank.

Resolved:

1. That the Board appoint Mr G Baldwin as Chair.

2. That the Board appoint Ms C Whelan as the Deputy Chair.

3. That the current membership of the Board (see below) and Terms of Reference, as set out in the Minute Book, are noted and will be reviewed after 12 months operation.

Chair	G Baldwin	Vice Chancellor, UCLan
Deputy Chair	C Whelan	(Corporate & Finance)
Co-opted LEP Member	T Attard OBE DL	(Corporate & Manufacturing)
Skills & International Rep	Vacancy	TBA
UK RI Rep	R Holland	Regional Manager, Innovate UK
Universities Rep	D Williams	Director of R&I, Lancaster University
Research & Science Rep	N Jones	Engineering & Physical Sciences Council
Start-up, Micro & SME Rep	J Binnion	The Growing Club CIC
Strategy & Branding Rep	J Dalton	Groundswell Innovation Ltd
Thematic – Health & Life Sciences	L Green	Innovation Agency (AHSN)
Thematic – Energy & Environment	L Roche	Westinghouse Ltd
Thematic – Manufacturing & Construction	P Lee	Victrex Ltd
Thematic – Digital, Creative & Marketing	Vacancy	TBA
Thematic – Professional & Services	G Dykes	British Business Bank

2. Declarations of Interest

It was noted that all members of the Board had been sent a copy of the LEP Assurance Framework for information and had been requested to complete and return a form regarding any declarations of interest so that a Register of Interests could be produced.

No declarations of interest were made at the meeting in relation to items on the agenda.

3. Origins, Context and Role of the Innovation Board

Mr S Pringle, Director from Steer Economic Development, gave a presentation on the background to the formation of the Lancashire Enterprise Partnership Innovation Plan, its key activity areas and how it operates within the wider strategic framework of the LEP.

It was reported that in 2017 the LEP Board had commissioned the production of an Innovation Plan to bring a more informed and structured approach to its existing innovation assets. The subsequent evidence gathering process and development of a plan had culminated in a report to the LEP Board in January 2018 where it had been recognised that a priority for Lancashire was to increase productivity (which was below the UK average) through innovation.

At that meeting the LEP Board agreed that 'By 2030 Lancashire will have positioned itself as a globally connected and resilient innovation ecosystem. The way we innovate will embody excellence and collaboration, feeding through to greater commercialisation, entrepreneurship and competitiveness in our economy. We will have a track record as a centre for globally-competitive knowledge clusters and talent and act as a developer of new solutions to the emerging challenges of our world'.

The LEP Board also agreed an Innovation Plan which included the following five strategic aims and three cross cutting themes:-

1.   To stay ahead in sectors and areas of work where the County was already world class.
2.   To create new route ways to excellence, recreating the economic base and creating new USPs.
3.   To broaden the innovation base and be less dependent on a limited number of larger companies.
4.   To create an enabling infrastructure for innovation and commercialisation across Lancashire.
5.   To Let the World Know – by telling Lancashire's innovation story better.

Cross cutting themes

- Application inspired in our Research and Development and its deployment.
- Excellence in delivery driven by *real* evaluation and learning.
- Collaborating for a competitive Lancashire

Since then officers had continued to build on the research to form a comprehensive evidence base which had informed development of an 'Action Agenda' that had driven delivery of the Plan to date.

More recently the LEP Chair had established a new strategic framework to guide the work of the LEP which was based around the following six priority sectors/growth pillars with cross cutting enabling activity, including Innovation and Commercialisation, built around these clusters.

Advanced Manufacturing
Energy and Low Carbon Solutions
Food and Agriculture
Health
Tourism, Culture and Place
Digital

In considering the report members of the Innovation Board suggested that the given the current level of unemployment in Lancashire the focus of the Board should be widened to include smaller organisations and individuals who would benefit from an opportunity to be innovative. It was also suggested that moving forward the board should work towards making innovation a pervasive characteristic of behaviour in science, public policy and supply chains across Lancashire.

Resolved: That the content of the report and presentation given at the meeting regarding the formation of the Lancashire Enterprise Partnership Innovation Plan, its key activity areas and how it operates within the wider strategic framework of the LEP are noted.

4. Date of Next Meeting

It was reported that no date for the next meeting of the Board had been set. Potential dates in late October 2020 and February 2021 were being explored and dates would be circulated to Board members in due course.

5. Exclusion of the Press and Public

Resolved: That the press and public be excluded from the meeting during consideration of the following item of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part 1 of Schedule 12A to the Local Government Act, 1972, as indicated against the heading of the item. It is considered that in all the circumstances the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

6. Innovation Plan Delivery - Work to Date

The Board considered an overview of the work done by Officers to date in relation to the delivery of the Innovation Plan and discussed a number of proposed activities for the future including the proposed Marketing Strategy, use of Innovation Ambassadors/Champions and establishment of an Observatory to facilitate monitoring of statistics and success.

The Board noted the resources which the County Council had allocated to promote innovation and recognised that in the future there would be opportunities to pursue additional funding from external sources, including the LEP itself.

Resolved:

1.   That the work to date by Officers regarding delivery of the Innovation Plan, as set out in the report presented, is noted.

2.   That taking account of the views expressed at the meeting Officers develop specific proposals in relation to the following for further consideration by the Innovation Board.

   a) The identification of key 'Lancashire' distinctiveness within the 6 key Pillars of Growth in the Lancashire Enterprise Partnership Strategic Framework which will be the main focus for the Innovation Board in relation to economic opportunity and challenge.

   b) Arrangements for the monitoring the wider innovation programme of work, as set out in the Action Log, via the 'Observatory' and the

establishment of Key Performance Indicators for measuring success.

c) The development of a pipeline of potential future projects which will enable the Board to respond quickly when future opportunities to submit bids arise.

d) The final proposed Marketing Strategy for approval

e) Specific arrangements for 'Lancashire Innovation Month in October 2020 and how Innovation Ambassadors/Champions will be utilised to promote innovation in the future.

LEP – Sub Committee

LEP - Lancashire Innovation Board

Private and Confidential: NO

Date: Friday, 6 November 2020

Innovation Board Membership

Report Author: Maya Ellis,
maya.dibley@lancashire.gov.uk

Executive Summary

The Board is invited to discuss the 3 current vacancies. Potential gaps are suggested, but further gaps are invited to be identified.

Recommendation

The Board is asked to suggest names of candidates for officers to approach.

Background and Advice

The Innovation Board still has capacity for 3 more Board members if desired.

These were left vacant during the initial recruitment of Board members for a number of reasons, including difficulty finding suitable candidates at the time, some initial candidates who chose not to continue with the process, and to give the Board some flexibility to identify their own gaps once established.

The gaps in representation / background identified during the initial recruitment process are as follows:

- Someone in the technology / software / digital space (ideally an SME (small or medium sized enterprise) to improve our SME membership)
- Someone representing the Blackburn area (again ideally an SME to improve our SME membership)
- Someone with a public facing international role

The Board is invited to discuss the vacancies outlined above and suggest potential candidates for the roles or suggest different criteria or gaps in the membership of the Board which Officers can then explore.

It is not required that we fill these roles immediately. If the Board wishes simply to note these vacancies at this stage and hold space on the board for when a more obvious need arises, they are welcome to do so.

For reference, the current membership of the Board is as follows:

Chair	Graham Baldwin	Vice Chancellor UCLan
Deputy Chair	Claire Whelan	Managing Director, Ansuka Group
Co-opted LEP Member	Tony Attard OBE	Chief Executive, Panaz
UKRI Rep	Rick Holland	Regional Manager, Innovate UK
Universities Rep	Dion Williams	Director of Research, Enterprise & Innovation, Lancaster University
Research & Science Rep	Natalie Jones	Head of Regional Engagement, EPSRC
Start-up, Micro & SME Rep	Jane Binnion	Managing Director, The Growing Club CIC
Strategy & Branding Rep	Jane Dalton	Director, Groundswell Innovation
Thematic – Health & Life Science	Lorna Green	Director of Enterprise and Growth, Innovation Agency (AHSN Network)
Thematic – Energy & Environment	Lindsay Roche	Director of Government Affairs, Westinghouse UK
Thematic – Manufacturing & Construction	Pete Lee	Continuous Improvement & Quality Director, Victrex
Thematic – Professional Services	Gaynor Dykes	Senior Manager, British Business Bank

List of Background Papers

Paper	Date	Contact/Tel
N/A		

Part II
N/A

Lancashire Enterprise Partnership

LEP – Sub Committee

LEP - Lancashire Innovation Board

Private and Confidential: NO

Date: Friday, 6 November 2020

Feedback from Innovation Festival

Report Author: Maya Ellis,
maya.dibley@lancashire.gov.uk

Executive Summary

A complete list of the Lancashire Innovation Festival sessions is included in this paper and Board members are invited to share feedback and insights that they gathered from any events they hosted and/or attended, and how these might feed into the overall Innovation Strategy.

Recommendations

The Board is asked to

1. Identify key takeaways from the discussions which have taken place during the Lancashire Innovation Festival.

2. Indicate any actions to be taken forward as a result of the Innovation Festival.

3. Indicate anything which should be included in the full festival report to be presented to the Board in February 2021

Background and Advice

The first Lancashire Innovation Festival took place during October 2020 and was delivered on a key action from the original Innovation Plan.

A full report and review of the Festival will be presented to the Board in February 2021. In the meantime, Board member are invited to share initial feedback and insights gained during the Festival and suggest any key next steps.

To aid discussion, a full list of sessions during the month are here:

DATE	NAME
Mon 5th	The Current Lancashire Innovation Landscape
Tues 6th	Encouraging Innovation
Thurs 8th	Innovation Tour - Health Innovation Campus
	Health Innovation - Panel Discussion
Fri 9th	Partnership Bites
Mon 12th	Innovation Tour - EIC UCLan
Tues 13th	Social Innovations
Mon 19th	Encouraging the Next Generation of Innovators
	Public sector Innovations
	Innovation in food and drink production
Tues 20th	Clean Growth
	How can we drive adoption of new innovation to deliver cleaner, more sustainable transportation?
	Tools to Create for Lancashire's Creative and Digital Businesses
Weds 21st	Innovation Tour - Myerscough Food and Farming Innovation Technology Centre
	Innovation for a Green Recovery
Thurs 22nd	Innovation in manufacturing
	Innovation Tour AMRC
	Data and Future Technologies
Fri 23rd	Future Tech
	Q Base/Quantum Technology Centre
	Cyber Security
Mon 26th	PIC Tour
	Innovation Sprint
	The Role of Universities in Driving Innovation Across Lancashire
Tues 27th	How can a business get support to innovate?
	Financing Innovation
	RedCAT - Low Carbon Innovtion
Weds 28th	UCLan Medtech
	Getting Serious about Agri-Innovation in Lancashire
Thurs 29th	Building Innovation EcoSystems
	A Vision of the Future from Lancashire

List of Background Papers

Paper   Date   Contact/Tel

N/A

Reason for inclusion in Part II, if appropriate
N/A

Lancashire Enterprise Partnership

LEP – Sub Committee

LEP - Lancashire Innovation Board

Private and Confidential: NO

Date: Friday, 6 November 2020

Project Mapping

Report Author: Maya Ellis,
maya.dibley@lancashire.gov.uk

Executive Summary

Following the last Board meeting and subsequent informal workshop, a new piece of work was commissioned to map existing and potential innovation projects across the county. This report will summarise the proposed approach and invite feedback as well as tasking the Board with sharing projects to include.

Recommendations

The Board is asked to

1. Approve the approach to mapping projects across the county as set out in the report.

2. Agree that Board members share relevant lists of existing and potential projects from their organisations.

Background and Advice

As part of discussions on how to best position the Board for future work, a piece of work has emerged to map all existing and potential innovation projects across Lancashire. Much of this work already exists for specific organisations (e.g. universities, funding bodies) or sectors, but we need to a) pull together into one Lancashire database, and b) ensure our lists focuses on the information we need for our purposes.

Lorna Green and Rick Holland have kindly shared examples of how this can work elsewhere. From this a number of headings / categories have emerged that we might want to track.

The following is the current list of headings and the Board is invited to propose any further additions.

Title
Description
Lead (Name & organisation)
Partners
Total Cost
Funding sources
Status / Start
Theme
Key people involved from innovation board / LEP / LCC
Innovation Plan section link

Once this list of headings is finalised (following this Board meeting), Officers will circulate an excel document to relevant partners, and Board members, for their organisations to complete. We will then collate these into one document to act as a life register to inform further decisions. A latest copy will become a standing item at future Innovation Boards.

In terms of organisations/lists of projects we think we need to collate, the following is our initial list. The board are invited to make suggested additions (and ideally who we should contact for details of the projects).

1. Projects surfaced through the Lancashire Innovation Festival
2. LEP (Lancashire Local Enterprise Partnership) Growth Deal Investments
3. ERDF (European Regional Development Funds) P1 Projects
4. Innovate UK funded projects (in Lancashire)
5. EPSRC / UKRI funded projects (in Lancashire)
6. ASHN projects
7. University – led / linked projects
8. Trade body linked projects
9. Boost programmes
10. SEED Health Alliance

List of Background Papers

Paper	Date	Contact/Tel
N/A		

Reason for inclusion in Part II, if appropriate
N/A

LEP – Sub Committee

LEP - Lancashire Innovation Board

Private and Confidential: NO

Date: Friday, 6 November 2020

SEED Health Alliance Update
(Appendix 'A' refers)

Report Author: Maya Ellis,
maya.dibley@lancashire.gov.uk

Executive Summary

The Board is presented with a summary of the new Social, Economic, Environmental Determinants (SEED) Health Alliance and a Lancashire Innovation Hub focused on health outcomes.

Recommendations

The Board is asked

1. To share any insights or feedback into how the Innovation Board can best align with the Social, Economic, Environmental, Determinants (SEED) Health Alliance.

2. For feedback on the Innovation Hub bid as set out in Appendix 'A' to this report.

Background and Advice

An introduction will be given in the meeting to the new SEED Health Alliance.

The Board is asked to consider how SEED can fit into the broader strategy and approach of the Innovation Board.

The LEP Board is keen to link Health, Business and Academia together and want to ensure both the Innovation Board and SEED make the right connections that may well help both in this regard and formulate successful collaborative proposals.

The bid proposal for an Innovation Hub linked to this project is set out in Appendix 'A' and has been drawn up by the SEED Health Alliance and co-ordinated by Howerd Booth.

There is still time and room to develop further, so the Innovation Board are invited to share any feedback.
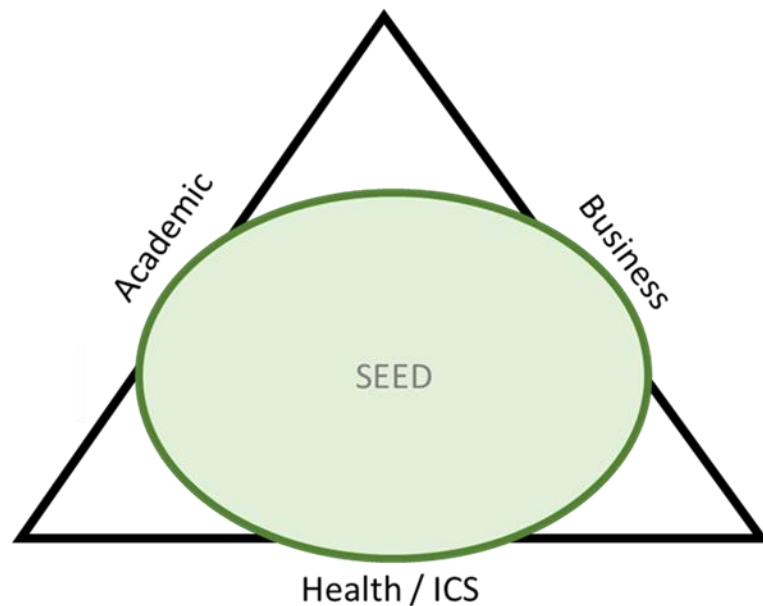
List of Background Papers

Paper	Date	Contact/Tel
N/A		

Reason for inclusion in Part II, if appropriate
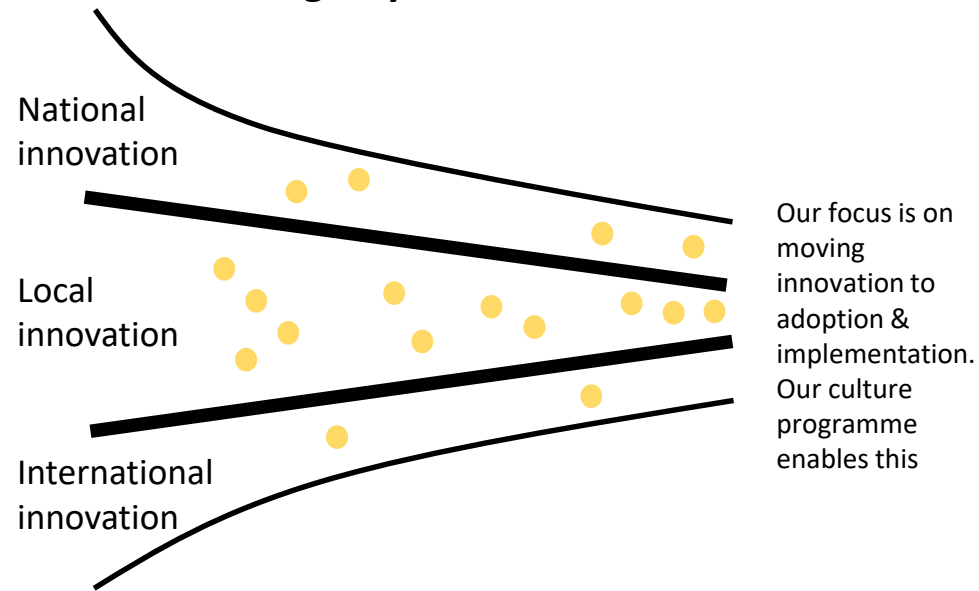N/A

Health Foundation – Innovation Hub Bid

- To (systemically) support the successful uptake of innovations and improvements in health care

- Provider led / AHSN supported

- Up to £475k over 2 years

- EOI by 11 Nov

- Bid partnership assembled

- ICS Exec paper submitted

Lancashire Innovation Hub - innovative innovation delivering improved health & care

Academic

Business

SEED

Health / ICS

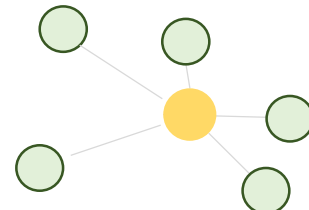Supporting SEED Architecture

QI   R&I   PPI   B

SEED Partners/ICS/PCB/IA brings
- leadership
- articulation of local health/innovation needs & priorities
- collaborative/organised local structures

National innovation

Local innovation

International innovation

Our focus is on moving innovation to adoption & implementation. Our culture programme enables this

Lancashire Innovation Pipeline delivers:
- Identifying innovation
- Developing & accelerating innovation
- Fully supported innovators at every innovation stage
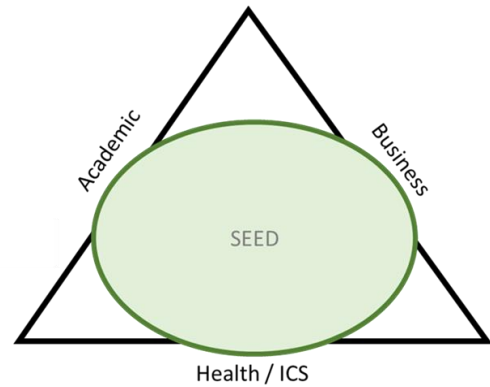- Managed/supported innovation process

Each individual innovation/project is supported (hub & spoke) by best mix of SEED partners from health, academic & business sectors using our 'fully supported innovators programme'

SEED
Culture Programme
Adoption & Learning

Our diversity is our strength. Our culture programme supports adoption & learning across our highly diverse workforce & local communities
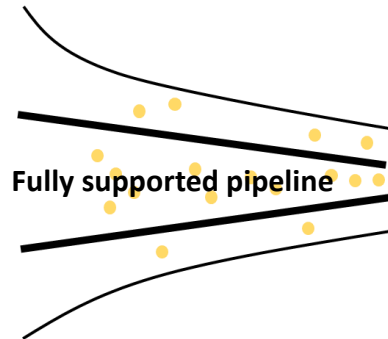- Involving
- Developing
- Adopting
in collaboration

Lancashire Innovation Hub - innovative innovation delivering improved health & care

SEED partners bring expertise & resource to the system. Led by our **newly formed Provider Collaborative Board**, system priorities and **needs will be identified using population health data**. Lancashire & South Cumbria is pioneering a **new combined electronic patient register** which will pool all providers data with wider patient information and be the foundation of our population health management programme.

Local 'collaboratives' bringing together QI, R&I and PPI leaders and teams, have been assembled using only existing resources. We are **'pro' organising our existing resources to the 'max'** rather than create new. SEED partners will develop **innovative solutions based on PHM identified priorities**, as well as having a role in **evaluation of PHM solutions in our communities**, providing opportunities for **real-world testing of innovations and improvements** in health care before trying to spread them.

Our fully supported pipeline is a UCLan led partner initiative to ensure **innovators and innovations have support to progress at all stages of the innovation process**. A **combination of support packages** provided by our universities, business sector partners including our LEP and the Innovation Agency (AHSN) means that **clinicians or businesses are always given the necessary support they need to accelerate their innovation** to being ready for use. Our pipeline supports **national and international innovation** and is linked to our business support mechanisms via our LEP.

Intensity and type of support will vary according to needs and the relative priority of the innovation. This is identified in an **innovation audit which then positions innovative projects along our fully managed & supported pipeline**.

Research has proven that innovators should be trained in the various theoretical approaches that exist for describing innovations in ways that can better support those adopting an idea from elsewhere to adapt them for new contexts and should be part of the innovator's 'toolkit'. Our Universities already train large numbers of health & care sector staff. This will be supplemented by a **programme dedicated to creating an innovation culture** developed from a successful innovation pioneer programme that empowered staff to innovate and provided coaching, training and backfill support to free their time to develop.

Our project will combine partners skills and resources around our newly opened **Health Innovation Campus** at Lancaster University. SEED partners working in collaboration will provide a **culture programme to enable innovation, spread and adoption from our leaders to frontline innovators**. Supporting & developing a system wide innovation delivery by **ingraining innovation, change management and collaboration in the work of our providers and wider system partners**.

LEP – Sub Committee

LEP - Lancashire Innovation Board

Private and Confidential: NO

Date: Friday, 6 November 2020

Updates on Innovation Projects Portfolio

**Report Author: Maya Ellis,
maya.dibley@lancashire.gov.uk**

Executive Summary

A verbal update will be given in the meeting on two other key projects under way, the Innovation Marketing Strategy and the Massachusetts Institute of Technology Reap consultancy project.

Recommendations

The Board is asked to

1. Note the ongoing projects referred to in the report.

2. Share insight and feedback where relevant to support the projects

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Background and Advice

Work is ongoing on a number of action points within the Innovation Plan. Two key focuses currently are the Innovation Marketing Strategy and the Massachusetts Institute of Technology Reap consultancy project. The Board will be given a verbal update on both projects at the meeting with the opportunity for discussion and questions.

Innovation Marketing Strategy

The Innovation Marketing Strategy is a key focus in this financial year for the Innovation Plan.

At the inaugural board meeting in July, a full Marketing Strategy breakdown was provided as an appendix which gives the overarching plan for marketing. Since the last meeting, officers have had an initial kick off workshop to scope how we will

approach the marketing strategy in the remainder of this first year. Board member Jane Dalton also kindly joined this workshop to lend her expertise.

The outcome of the workshop was an agreement to take a case-study led approach as opposed to a key message approach, for this first year, to allow the board to have some time to finalise specialisms and key messages without holding back progress of the strategy.

Massachusetts Institute of Technology Reap (MIT Reap)

The MIT Reap programme allows officers and stakeholders to gain insights from MIT on building strong innovation ecosystems. A number of workshops have now taken place and a proposal is emerging which looks at pulling together a Clean Technology Accelerator Network.

List of Background Papers

Paper   Date   Contact/Tel
N/A

Reason for inclusion in Part II, if appropriate
N/A