

LEP - Lancashire Innovation Board

Virtual meeting held via Zoom on Monday, 7th June, 2021 starting at 10.30am

Agenda

- 1. Welcome and Apologies**
- 2. Membership and Terms of Reference (Pages 1 - 4)**
- 3. Declaration of Interests**

Board Members are asked to consider any pecuniary or non-pecuniary interests they may wish to declare to the meeting in relation to the items of business on the agenda.
- 4. Minutes of the Last Meeting (Pages 5 - 10)**

The Board is asked to agree that the Minutes of the meeting held on the 19th February 2021 (copy attached) are confirmed as an accurate record of the meeting and signed by the Chair in due course.
- 5. Lancashire Innovation Festival (Pages 11 - 22)**
- 6. Lancashire Innovation Observatory (Pages 23 - 28)**
- 7. National and Regional policy and cluster presentation. (Pages 29 - 30)**
- 8. LIS (Local Industrial Strategy) Innovation Chapter review (Pages 31 - 44)**
- 9. General activity update (Pages 45 - 48)**
- 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 6th September, 2021, either remotely via Zoom or at a venue to be arranged.



LEP - Sub Committee

LEP - Lancashire Innovation Board

Private and Confidential: No

Date: Monday, 7 June 2021

Membership and Terms of Reference

(Appendix 'A' refers)

Report Author: Mike Neville, Tel: (01772) 533431, mike.neville@lancashire.gov.uk

Executive Summary

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

Recommendation

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

Background and Advice

On the 23rd June 2020 the Lancashire Enterprise Partnership Board agreed to establish an Innovation Board to hold to account the delivery of innovation activities within the LEP Innovation Plan and set future strategic innovation priorities.

At that meeting the initial membership for the Board was agreed together with the Terms of Reference, a copy of which is attached at **Appendix 'A'**. The Chair and Deputy Chair were subsequently appointed at the first meeting of the Innovation Board on the 24th July 2020.

Appointment of Additional Board members

On the 19th February 2021 the Innovation Board considered a proposal to appoint an additional 3 Board members which (if approved) would bring the membership up to the maximum 15 permitted under the Terms of Reference and give the Board an 8 to 7 female/male gender split, an 8 to 7 private/public sector split with a broad geographic spread across Lancashire. After considering the report the Board agreed to recommend the Lancashire Enterprise Partnership Board to approve the appointment of the following individuals.

- Mike Gibson, Managing Director, Miralis Data limited



- Judson Smythe, Technical Director, MGS Plastics Limited
- Melissa Conlon, Commercial Director, AMRC (NW)

The recommendation was reported to the LEP Board on the 23rd March 2021 (see [item 9 – Governance and Committees](#)) which subsequently approved all the appointments, making the current membership of the Board as set out below.

Graham Baldwin	Chair	UCLan
Claire Whelan	Deputy Chair	(Corporate & Finance)
Tony Attard OBE	Co-opted LEP Member	(Corporate & Manufacturing)
Melissa Conlon	Skills & International Rep	AMRC NW
Rick Holland	UK RI Rep	Innovate UK
Dion Williams	Universities Rep	Lancaster University
Natalie Jones	Research & Science Rep	Engineering & Physical Sciences Council
Jane Binnion	Start-up, Micro & SME Rep	Growing Club Ltd
Jane Dalton	Strategy & Branding Rep	Groundswell Innovation Ltd
Lorna Green	Thematic - Health & Life Sciences	Innovation Agency (AHSN)
Lindsay Roche	Thematic - Energy & Environment	Westinghouse Ltd
Pete Lee	Thematic - Manufacturing & Construction	Victrex Ltd
Michael Gibson	Thematic – Digital and Technology	Miralis Data Limited
Gaynor Dykes	Thematic - Professional & Services	Grant Thornton
Judson Smythe	Thematic – Manufacturing & Construction (additional)	MGS Plastics Limited

Register of Interests

All Board members will be asked to review their current declarations of interest and an updated Register of Interest will be made available to view on the LEP website in due course

List of Background Papers

Paper	Date	Contact/Tel
Lancashire Enterprise Partnership Board agenda/minutes	23 rd June 2020	M Neville 01772 533431

Innovation Board Agenda/minutes	19 th February 2021	M Neville 01772 533431
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Reason for inclusion in Part II, if appropriate

N/A

Lancashire Innovation Board

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:

- Set and guide the LEP's strategy to support and grow innovation in Lancashire,
- 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,
- 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,
- 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,
- 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,
- Contribute to regional, national and international debates on innovation to broaden Lancashire's influence,
- 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,
- Contribute to high-level institutional and corporate support and problem solving to enable the delivery of strategic economic plans in Lancashire,

Structures and Quorum

The governance structures will be as follows:

- 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.
- The Innovation Board will be supported in delivery by an executive team including the Innovation and Digital Lead at Lancashire County Council / Lancashire LEP and the Lancashire Universities Innovation Manager.
- The LEP Company Secretary (or their nominee) shall act as clerk to Innovation Board meetings.
- 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.
- The Innovation Board will take guidance from by 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.
- Agenda Papers and Minutes shall be published in accordance with the LEP Assurance Framework.

Membership

- 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 also account for other areas of diversity including geography and ethnicity.
- Membership of the Board is not remunerated.
- 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.
- 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.



LEP - Lancashire Innovation Board

Minutes of the Virtual Meeting held via Zoom on Friday, 19th February, 2021 starting at 10.30 am

Present:

Graham Baldwin – Chair

Tony Attard OBE DL	Rick Holland
Howerd Booth*	Natalie Jones
Jane Dalton	Lindsay Roche
Gaynor Dykes	Claire Whelan
Dion Williams	

*substitute for Lorna Green for this meeting only

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.
- Debbi Lander Bid Director and Ben Blackman, Company Secretary, Lancashire 2025.
- Paul Faulkner, Local Democracy Reporter (Lancashire County Council and Central Lancashire districts) Lancashire Post/Blackpool Gazette.

1. Welcome and Apologies

The Chair welcomed everyone to the meeting including local journalist Paul Faulkner. He also informed the Board that Lorna Green was unable to attend the meeting and had, in accordance with the Terms of Reference of the Board, given notice that Howerd Booth was to attend the as her substitute.

Apologies for absence were received from Board members Pete Lee and Jane Binnion, and also from Sarah Kemp, the Chief Executive Officer of the Lancashire Enterprise Partnership.

2. Declarations of Interest

No declarations of interest were made by Board members at this point in relation to items appearing on the agenda.

3. Minutes of the Last Meeting

Resolved: That the Minutes of the meeting held on the 6th November 2020 are confirmed as an accurate record and signed by the Chair in due course.

4. Proposed appointment of an additional three members of the Innovation Board

A report was presented on the candidates to fill the remaining three vacancies on the Board. The Chair reported that he had contacted each candidate to discuss their suitability, interest and potential contribution to the work of the Board and background information was set out in the report.

It was noted that, if appointed, the three candidates would give the Board an 8 to 7 female/male gender split, an 8 to 7 private/public sector split (including a variety of type and sized organisations) with a broad geographic spread across Lancashire. The candidates would also increase membership of the Board to the maximum of 15 permitted by the Terms of Reference.

Resolved: That the following three candidates for membership of the innovation Board are recommended to the Lancashire Enterprise Partnership Board for approval.

Mike Gibson, Managing Director, Miralis Data limited
Judson Smythe, Technical Director, MGS Plastics Limited
Melissa Conlon, Commercial Director, AMRC (NW)

5. Full Report on 2020 Innovation Festival

The Board considered a report on the 2020 Innovation Festival which included details of how the event had been delivered, lessons learned from the experience and feedback from participants together with initial plans for a week-long event in October 2021. In considering the report members of the Board made the following comments:

- It was agreed that despite being arranged at relatively short notice the 2020 Innovation Festival had been a success and had provided officers with valuable experience for planning the event this year.
- As the 2021 Festival was intended to be focussed on the period between the 4th and 8th October it was suggested that every opportunity should be taken to link the Festival with other events throughout the year in order to both raise its profile and maintain interest/engagement. Initial suggestions for consideration included:

The Seed Alliance Healthy Business Network (health/care systems)
The Food Innovation Cluster
Springfields Clean Energy Technology Park.
The COP 26 event in November 2021.

- There should be more engagement with SMEs and young people. With regard to the latter it was suggested that the Festival could link with the Springfields Apprenticeship School. It was also suggested that the Festival could connect with planned UK RI events throughout the year in connection with equality, diversity and inclusion.
- The importance of maintaining the engagement and momentum from the previous Festival was discussed and it was noted that use of online platforms such as the planned Observatory would provide a facility to maintain communication and engagement with participants before and after the Festival.

Resolved:

- 1) That the initial plan for the 2021 Innovation Festival, as set out in Appendix 'A' to the report presented, is approved for further development.
- 2) That the comments of the Board as specified above be taken into account when developing the 2021 Innovation Festival.
- 3) That any Board Member interested in joining the 2021 Festival Steering Group contact Maya Ellis or Matt Wright outside of the meeting.

6. Proposal to Establish an Observatory and Mapping web resource

Matt Wright, Lancashire Universities Innovation Manager, Economic Development, updated the Board on the proposed Innovation Observatory which would have easy access from the Lancashire Enterprise Partnership home page and incorporate the following functions:

- A searchable map of assets and clusters of innovative companies which can be interrogated against multiple criteria
- A dashboard to set into context for all stakeholders the position in Lancashire and the collective aim for innovation.
- A feed of opportunities relevant to the Boards strategic priorities and the clusters in terms of funding, challenges and projects.
- Access to relevant webinars on technologies, markets and best practice tuned to the clusters and provided by academia, businesses etc.

In view of the proposed 6-month development timescale it was suggested that the Observatory could be launched during the planned Innovation Festival in October 2021, or at least be linked to the Festival if that did not prove possible. The Board also acknowledged that it was vital that any online resource would be kept up to date and Matt confirmed that the intention was to incorporate automated feeds from other sources, enable stakeholders (including SMEs) to provide updates on activity and have a designated Officer monitoring content.

Resolved:

1. That approval is given for Officers to proceed to tender for a local web company to develop the necessary web pages to provide the one stop web resource as set out in the report using the fund allocated for this purpose from Lancashire County Development Limited.
2. That the comments of the Board, as specified above, be taken into account when developing the resource and that individual Board members be given an opportunity to input into the development of content and testing of the resource.

7. Update on the Lancashire bid for City of Culture 2025

The Board received a presentation from Debbie Lander, Bid Director, in relation to the Lancashire bid for City of Culture in 2025. Following the presentation it was suggested that in view of the commercially sensitive nature of some elements of the bid the press be excluded from the meeting at this point so that the Board could discuss the bid in detail.

Resolved: That the press be excluded from the meeting during the discussion of this item of business on the grounds that there would be a likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972 and it is considered that in all the circumstances the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Mr Faulkner, Local Democracy Reporter (Lancashire County Council and Central Lancashire districts) Lancashire Post/Blackpool Gazette dialled out of the meeting at this point.

Following further discussion regarding the bid and how the members of the Board may be able to provide support it was proposed that arrangements be made for Board members to meet with the Bid Director to discuss the matter further and feed comments into the developing Lancashire bid before it was finalised and submitted in March 2022.

Resolved:

1. That the Board support the development of the Lancashire 2025 bid for City of Culture, as outlined in the presentation given at the meeting, and be kept informed of progress.
2. That arrangements be made for Board members to meet with the Bid Director to further discuss the Lancashire bid before it is finalised and submitted in March 2022.

Debbi Lander, Bid Director for Lancashire 2025 and Ben Blackman, Company Secretary dialled out of the meeting at this point.

8. Innovation Budget Report

Maya Ellis, Innovation and Digital Lead, Business and Innovation, Economic Development, informed the Board that, subject to confirmation of the County Council and Lancashire County Development Limited budgets and Business Plans for 2021/22, a budget of £100,000 would be available for innovation activities.

The Board discussed the various work-plan headings and allocations set out in the report and commented as follows

- The current budget associated with the development of an Observatory was considered insufficient and it was acknowledged that the budget was intended to begin the scoping process, with additional funding being pursued later.
- During the 2020 Innovation Festival engagement had been identified as a key element in driving future innovation and would require appropriate funding. It was noted that the allocation for bid writing was intended to be used to identify and apply for additional funding in the future from sources such as the Shared Prosperity Fund.
- Opportunities should be explored to link the innovation budget mapping with activity by the LEP and Lancashire 2025 in order to maximise the opportunities to achieve gains in productivity and gross value added.
- The proposed budget for the 2021 Innovation Festival should include contingency provision in case the anticipated sponsorship/external funding is not achieved.
- Officers should look to external sources wherever possible to draw in additional funding to support research and innovation including the UKRI Public Engagement Fund.

Resolved: That the report presented is noted and the comments of the Board as specified above are taken into account when managing the 2021/22 budget.

9. Progress Report and Updates

Matt Wright, Lancashire Universities Innovation Manager, Economic Development updated the Board on progress regarding implementation of the Innovation plan and highlighted key areas of activity both within Lancashire and the wider region.

The Board noted the success of the Made Smarter pilot and the valuable experience which had been gained and it was reported that the Department for Business, Energy and Industrial Strategy (BEIS) had recently announced a 12 month follow on Fund. It was also reported that the MIT Reap had provided opportunities for the Massachusetts Institute of Technology and Universities in Lancashire to build relationships and link with investment organisations

The development of Tech clusters was also discussed, and it was reported that there was a strong Elec Tech cluster and Deep Tech companies based around Morecambe Bay which should be explored further.

Resolved:

1. That the report and updates given at the meeting are noted.
2. That a report on lessons to be learned from the existing Elec Tech cluster and Deep Tech companies based around Morecambe Bay be presented to a future meeting of the Board.

10. 2021/22 Programme of Meetings

A report was presented on the proposed 2021/22 programme of meetings which had previously been shared with Board members.

Resolved: That the 2021/22 programme of meetings, as set out below, is approved with all meetings to start at 10.30am and be held either remotely or, subject to any Covid-19 restrictions operation at the time, at County Hall, Preston.

7th June 2021

6th September 2021

15th November 2021

3rd March 2022

11. Any Other Business

Jane Dalton updated the board on the Food Innovation Cluster which had developed out of discussions at the 2020 Innovation Festival. It was noted that meetings were taking place between key players and the Cluster was in the process of updating the Lancashire Food Charter.

Resolved: That an update report on the work of the Food Innovation Cluster be presented to the next meeting of the Board.

12. Date of Next Meeting

In accordance with the decision taken earlier in the meeting it was noted that the next meeting of the Board will be held at 10.30am on the 7th June 2021, either remotely or, subject to any Covid-19 restrictions in operation at the time, at County Hall, Preston.



LEP – Sub Committee

LEP - Lancashire Innovation Board

Private and Confidential: NO

Date: Monday, 7 June 2021

Lancashire Innovation Festival

(Appendices 'A' and 'B' refer)

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

Executive Summary

This report sets out a brief summary of the current action plan for the development and launch of the Lancashire Innovation Festival 2021 in October 2021.

Recommendations

The Board is asked to

1. Consider content and speaker ideas for sessions (45 mins max per session) that would fit within the structure and themes presented below.
2. Give feedback on the current plan, particularly with regard to any potential gaps or additional topics .
3. Identify any Board members who may wish to be involved in the festival by hosting and / or running an event, and / or make suggestions for other speakers or organisations who may wish to be involved.

Background and Advice

Dates

The dates for the event is confirmed as from the 4th to the 8th October 2021.

Aims

In line with the Lancashire Innovation Plan the aims of the Innovation Festival are

- To engage Lancashire businesses with the business innovation support offer;
- To attract innovative/entrepreneurial businesses and individuals to Lancashire.



Platform

Officers are current testing a hybrid hosting platform with another Lancashire event which would allow in person events to be hosted while also streaming the content online for wider accessibility.

Content

Content this year will be broader in terms of format. There will be a mixture of panel discussions with online networking, Case Studies, 1:1 interviews and some live in-person activity (subject to any Covid 19 restrictions which may be in operation at the time).

Taking on board feedback from last year's event, ambitions of the event and countywide trends, some current suggestions are:

High Profile brand Case Studies

Engagement with a number of 'household names' to deliver Case Study style innovation presentations. Suggestions include EG Group, Fisherman's Friend, Silentnight Beds, MacIntosh, Blackpool Pleasure Beach.

Cluster Focus/ Place based Innovation

Profile emerging clusters across the region including Electech and activity around the AMRC. Other key clusters to be identified and suggestions for contacts from Board members are welcome.

Asset Focus

Work alongside the key strategic assets to raise their profile, especially around future industry/emerging trends in innovation. Officers are keen to hear from organisations who want to be part of this (Westinghouse have already expressed an interest.). The current budget allows for events and filming in limited locations, but if assets want to extend coverage to their events, financial packages can be arranged to provide this.

High Profile External Speakers

Officers are currently investigating opportunities to bring in a number of external speakers to share best practice in innovation from other parts of the world. Current suggestions include MIT, but suggestions and contacts welcomed.

Net Zero / COP 26 Lead in

As identified at the last Board meeting, given that the UK will 'host' COP26 the month after the Innovation Festival, it is suggested that Net Zero and climate change considerations underpin most events. While it is not suggested this be made a headline theme of the festival, the aim would be to ask most organisations about how they are approaching Net Zero. There are both strategic and PR opportunities in then



collating these comments to 'send' to COP26 as Lancashire's promises and suggestions.

Optional skills & schools events

There are a number of schools and youth organisations interested in being part of the Festival, but this is out of scope of the existing budget. Officers are interested to know if any organisations would be interested in taking on organising this element and / or providing sponsorship to add this strand of activity to the festival.

Key Milestones

- By mid-June we expect to have a firm idea of the event activity and key locations
- By mid-June we expect to have made a landing page announcement and basic press release across the region sharing news of the event
- We will also have reached out to some potential speakers and started to confirm these
- We will have confirmed the online event platform and production requirements
- Looking to the future we expect to have most content and speakers agreed by late August
- Tickets will be made live for the event by late August
- Active promotional campaigning will reach capacity through September

List of Background Papers

Paper	Date	Contact/Tel
Lancashire Innovation Festival – Request for Involvement PDF. Innovation Festival Activity Gant Chart spreadsheet	18/05/21	MayaEllis maya.ellis@lanashire.gov.uk
Reason for inclusion in Part II, if appropriate		
N/A		




LANCASHIRE
INNOVATION
FESTIVAL

LANCASHIRE INNOVATION FESTIVAL

#LANIF2021

4 – 8 OCTOBER 2021

LANCASHIRE FOCUS, GLOBAL REACH



Lancashire Innovation Festival is a week-long showcase of all things innovation across the county.

This exciting event:

- Demonstrates how Lancashire businesses engage with innovation.
- Attracts businesses from outside the region and encourages them to invest in Lancashire.

Co-ordinated by the Lancashire Enterprise Partnership, Lancashire County Council and the Lancashire Innovation Board, the festival was successfully launched in 2020 in the midst of the pandemic. Attendees from across Lancashire and from countries including the United States, South Africa, Brazil, Singapore, the Netherlands, Australia and Italy, participated via Zoom.



THE VISION

Innovation matters. It's a key driver to improving productivity across the UK. Businesses that innovate grow faster than those that don't. Innovating economies are more resilient to market and technological change and are better equipped to plot their futures than those that don't. While innovation is often linked to technology it's more than a new technological invention or product. Innovation can be a new operational process that reduces costs or speeds delivery. Or a new business model that serves customers in a better way. Innovation can be a new way of team working with partners.

Innovation is integral to the launch of the UK Industrial Strategy. The Northern Powerhouse identifies it as one of its key enablers.

Lancashire itself is home to leading global businesses at the cutting edge of innovation in advanced manufacturing, supported by a supply chain cluster of high-tech small and medium-size enterprises. The county's longstanding strengths in aerospace, automotive, and energy industries sit alongside emerging strengths in sectors such as digital and applied healthcare. Our globally-recognised universities and further education providers, working closely with National Centres of research excellence and knowledge transfer partnerships, our pre-eminence in deep thinking, track record in developing new solutions to the world's ever-changing challenges, give us crucial competitive advantages.

By 2030 Lancashire aims to be established as a globally-connected, resilient innovation ecosystem. To achieve this we need to build the infrastructure, mind set and marketing capability across the county to enable innovation. The way we innovate will embody excellence and collaboration, feeding through to greater commercialisation, entrepreneurship and competitiveness in our economy.



THE STRATEGY

An innovative strategy for an innovation economy.

The Lancashire Innovation Plan is designed around the principle that innovation will continue to grow as an imperative for how Lancashire works. Designed with flexibility at its core it is a carefully planned route map for how we want to build and embed innovation across the county. It involves building on Lancashire's existing innovation resources and unlocking our latent potential to create the conditions where successful businesses can emerge and grow. Our top priority is to use innovation to improve the productivity performance of Lancashire's sub-areas to the levels of our county's best.

The Lancashire Innovation Board brings together talented leaders from a wide variety of disciplines.

Professor Graham Baldwin, Vice-Chancellor of the University of Central Lancashire, is the Chairman.

Working alongside Professor Baldwin are:

Claire Whelan, Deputy Chair, whose background is in the aerospace, automotive and defence industry; Dr Rick Holland, UK research and innovation representative, who works for a government agency, and Dion Williams, university representative, with a background in higher education. Natalie Jones, research and science representative, comes from the research funder/public sector, while Jane Binnion, start-up/micro/SME representative, works in education and training.

Lorna Green is the Director of Enterprise and Growth at the Innovation Agency, specialising in health and life sciences. Lindsay Roche is the Director of Government Affairs at Westinghouse and represents the nuclear and energy sectors, and Pete Lee is Global Supply Chain Director at Victrex PLC with a background in Chemical manufacture. Gaynor Dykes from the British Business Bank represents the finance sector, and Jane Dalton brings experience of brand innovation and strategy to the board. Finally, Tony Attard, Group CEO of Panaz represents Lancashire LEP bringing knowledge of textiles and industry.



THE EVENT

Lancashire Innovation Festival has Lancashire as a focus yet, as the inaugural event revealed, has a global reach. This year we aim to grow that reach and engage an even wider audience, both within Lancashire itself and outside the county.

The festival will be a hybrid event, delivered on a virtual platform while also having a real-time element to it. Participants will be able to join in with all the events, no matter where they are; online and live attendees will be on the same level. Some will be able to attend events in person too. We'll film at a variety of locations across Lancashire.

Last year's festival had 31 events, five tours and showcases, three workshops, 22 panel discussions, 14 fringe events, and one fireside chat. Fifty experts contributed. Among them were members of the Innovation Strategy Board, the region's universities, private businesses, SMEs and public sector organisations. The number of people reached came to 785,000, there were three million impressions and 896 delegates over 17 days. Not bad considering the short time frame in which the festival was set up!



GET INVOLVED

Please do join us for this year's Lancashire Innovation Festival.



Let us know if you would like to:

- Host a talk, seminar or workshop.
- Conduct a virtual tour.
- Provide a location where we can film part of the event.
- Come up with suggestions for discussion topics.
- Provide speakers, including academics, business owners and innovation leaders from large organisations.
- Find out how you can become an 'innovation ambassador'.

We look forward to welcoming you.

Contact Dan Knowles at dan@danknowles.co.uk to register your interest.

Lancashire Local Enterprise Partnership (L... 128 followers
23h • 🌐

great choice of sessions for the final week of the Lancashire Innovation Festival #LANIF2020, make sure you register at https://lnkd.in/eVzqM_c

THIS WEEK AT #LANIF2020

<p>TUE 26/10</p> <p>10AM - INNOVATION SHOWCASE - PRODUCTIVITY AND INNOVATION CENTRE AT EDGE HILL</p> <p>30PM - THE ROLE OF UNIVERSITIES IN DRIVING INNOVATION ACROSS LANCASHIRE</p>	<p>WEDS - 28/10</p> <p>10AM - MEDTECH AND NHS INNOVATION</p> <p>2PM - FIRESIDE CHAT: GETTING SERIOUS ABOUT AGRICULTURE INNOVATION IN LANCASHIRE</p>
<p>THURS 27/10</p> <p>10AM - HOW CAN BUSINESSES GET SUPPORT TO INNOVATE?</p> <p>11AM - SAFEGUARDING INTELLECTUAL PROPERTY TO ACHIEVE BUSINESS SUCCESS</p> <p>2PM - FINANCING INNOVATION</p> <p>30PM - REDCAT SHOWCASE: LOW CARBON INNOVATION</p>	<p>THURS - 29/10</p> <p>10AM - BUILDING AN INNOVATION ECO-SYSTEM</p> <p>2PM - A VISION FOR THE FUTURE OF LANCASHIRE</p>

REGISTER FOR FREE AT

lancashireinnovationfestival.co.uk

Lancashire Innovation Festival Retweeted LancashireSkillsHub @... · 22/09/2020

Sign up and get involved in the Lancashire Innovation Festival - some great sessions aimed at accelerating innovation 📌
#LANIF2020 #WeAreLancashire

Marketing Lancash... · 22/09/2020

The latest on the first Lancashire Innovation Festival 50+ speakers, 25 events, free and virtual - this October #LANIF2020 📄
marketinglancashire.com/news/lancashir...

LANCASHIRE INNOVATION FESTIVAL

Pinned Tweet Lancashire Innovation Festival · 6d

We'd like to say a HUGE thank you to all the attendees, panellists and contributors who helped make #LANIF2020 so incredible.

- 🗣️ 50+ speakers
- 💡 31 unique events on innovation
- 🎉 1 incredible festival

See you next year!

71 views

Lancashire Innovation Festival

Content Marketing Operations

Task	April		May		June		July			August				September			October	
	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 5	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4
3-7 months before																		
Content Plan agreed with Andy Walker, Matt Wright and Maya Ellis																		
Outline Schedule Ideas																		
Identify Speakers and Stakeholders we'd like involved																		
Make a plan for fringe events																		
Identify host partners																		
Website Holding page Live																		
Make first event announcements																		
Set up social media																		
Assign a marketing partner																		
Structured Event plan in place (with Webinar Experts)																		
Confirm platform																		
Confirm Sponsors																		
Identify key suppliers for marketing, platform and filming																		
Identify all costs for the event																		
Identify capacity of offline events																		
1-3 months before																		
Confirm most speakers																		
Launch timetable plan with formats decided																		
Start making speaker announcements																		
Film any pre-record video aspects																		
Prepare all speaker guidance																		
Start taking registrations																		
3-4 weeks before																		
Majority of Speakers confirmed																		
Timetable fully made available																		
Tickets being taken for both online and offline events																		
Promotions campaign fully in place																		
Final speakers confirmed																		
1-2 weeks before event																		
Timetable fully complete with all speakers																		
All speakers fully prepared with guidance																		
Significant marketing reach attracting a wide range of attendees																		
Final tech checks																		
Tickets for offline events confirmed																		
Stakeholder companies sharing information regularly																		
During Event																		
High Profile Event with large online audience																		
Large online conversations taking place via social media																		
Instagram/Twitter/LinkedIn reach																		
Dynamic wide ranging events across different formats																		
Full timetable with different sessions																		
High profile speakers with lots of SMEs also represented																		
Inspiring action around innovation																		
Managing logistics and speaker operations during week																		
Post Event																		
Library of Online content from the event																		
Large following looking forward to next year																		
People understand where to go in Lancashire for Innovation Support																		
Enquiries coming in to Lancashire from outside region																		
A mailing of businesses for future communications																		
Post event marketing analysis																		
Post event debrief across operational teams																		

Key Sectors we should be covering	Low Carbon
	Data and AI
	Social Innovation
	Manufacturing

Speakers targeted	Established Innovative names in the region
	EG Group
	Fishermans Friend
	Boohoo
	Dennison Trailers
	McIntosh
	Blackpool Pleasure Beach
	Silentnight
	Burnley FC
	Tangerine Confectionary
	Victrex
	BAE
	Westinghouse
	Heysham Power Station/ EDF
	Mazuma



LEP – Sub Committee

LEP - Lancashire Innovation Board

Private and Confidential: No

Date: Monday, 7 June 2021

Lancashire Innovation Observatory
(Appendix 'A' refers)

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

Executive Summary

Work to scope the Innovation Observatory project started on 12th April 2021 with consultants future gov. The report attached as Appendix 'A' provides an update from FutureGov who have been commissioned to undertake detailed stakeholder engagement and design work to scope the functions for an interactive innovation platform for our key stakeholders and clusters.

Recommendation

The Board is asked to consider the update report attached at Appendix 'A' to this report, and

- a) engage with the ongoing research being undertaken by FutureGov.
- b) note the progress outlined in the update report and comment in relation to its fit with the objectives of the Board.

Background and Advice

The Board previously approved officers to proceed with developing an Innovation Observatory, the purpose of which is to provide an on-line platform seeking to address:

- information about clusters of innovative companies and assets in the county
- a dashboard illustrating progress around collective innovation KPIs
- access to opportunities, funding and technology missions relevant to the clusters
- insightful best practice information to spur engagement on projects & partnerships

The work on the Innovation Festival and discussions at the Board highlighted the importance of having greater clarity about innovative companies in Lancashire and for them to know who to collaborate with and the opportunities for relevant projects, funding and partnerships set in the context of best practice. The application of



national and local innovation plans as described in the accompanying agenda items will depend on mobilising clusters of innovative growth orientated companies.

It was proposed in the paper to the previous meeting that it would be necessary to scope the functions in more detail with members and stakeholders in order to produce a detailed brief and outline design to take to a web site solutions provider and to consider how it will interface with the innovation partners.

Officers met to consider the best way to undertake this exercise using the budget set aside for this task commissioned FutureGov, who commenced work in April 2021. FutureGov support organisations with digital transformation, service design and community development to build public sector institutions that are catalysts for change in the internet era.

The report at Appendix 'A' sets out the work to date by FutureGov on research and concept design along with a roadmap going forward and output dates. There has been considerable input to their consultation from members of the Board and key clusters.

List of Background Papers

Paper	Date	Contact/Tel
Future Gov Lancashire Innovation Observatory Update	18/05/2021	Matt Wright matthew.wright@lancashirelep.co.uk
Reason for inclusion in Part II, if appropriate		
N/A		

Lancashire Innovation Board | Update on Observatory Discovery

May 2021

Purpose

This note provides a summary of progress made on the discovery project to scope the requirement for Lancashire's Innovation Observatory.

Background

The Lancashire Innovation Plan sets out the potential for a 'Lancashire Technology and Market Foresight Observatory' to:

- Drive and shape market and technology change
- Inform stakeholder of market trajectory and technology changes
- Make reports and insights easily accessible for Lancashire stakeholders.

In March 2021, Lancashire County Council partnered with the change agency [FutureGov](#) to better understand user needs in Lancashire's innovation ecosystem. The 12-week project timeline is attached on the next page for reference.

Key outputs

FutureGov are working to deliver:

1. **Theory of Change** - Help establish, through desk research and a workshop with key stakeholders, a clear theory of change for how the Observatory could help you achieve your objectives in the short and medium term.
2. **Defining user needs** - Define the audiences of the Observatory creating a view of user needs.
3. **Proposition and outline concepts for the observatory** - Develop concepts and proposals for a minimal valuable version of the Observatory.
4. **Supplier Scope and final outputs** - Provide a summary of our research and a list of important user requirements and features for the initial iteration of the Observatory.

Defining the problem

FutureGov have worked with the Lancashire team to more clearly articulate the problem that the Observatory is trying to solve. The following problem statement describes the challenge:

We have observed that organisations in Lancashire are experiencing a lack of awareness of opportunities and resources to connect, collaborate and innovate.

We think this is because people don't have the time to seek opportunities and there is no central mechanism to help them do this.

Lancashire Innovation Board | Update on Observatory Discovery

May 2021



User research

To help unpick the problem further and get a deeper understanding of user needs, ten stakeholders took part in interviews with the FutureGov team over a two week period. The conversations provided insights into the barriers to innovation, ideas to tackle those challenges and the desirability of early concepts for the Observatory. Representatives from the Innovation Board, local businesses, funding institutions, Lancashire County Council and higher education institutions took part. Research insights will be shared with the Lancashire project team on the 19th May.

A user research survey has also been shared through Lancashire's business networks to seek a greater breadth of views on early Observatory concepts. The survey is currently being promoted across channels and the results will be fed into research findings.

Next steps

- Using the insights from our user research, the project team are developing mock-ups of potential products and tools to test.
- Stakeholders who took part in interviews will be brought together in a workshop on the 25th May to develop the Observatory concepts further.
- A final wider stakeholder workshop will take place on the 1st June, which will be an open-call for all organisations across Lancashire with an interest in innovation. This will be an opportunity to test more detailed mock-ups further and engage people in the next phase of the Observatory.

Lancashire Innovation Board |
Observatory Discovery

May 2021

Sprints	Sprint 1 3 weeks	Sprint 2 3 weeks	Sprint 3 3 weeks
Dates	w/c 5th April 2021	w/c 26th April 2021	w/c 17 May 2021
Sprint goals	<p>Project set up, Kick-off, Stakeholder engagement</p> <p>Agreed project plan & ways of working</p> <p>Agreed communication plan for engaging stakeholders (businesses, academia, innovators, LEP, council)</p> <p>Agreed research and engagement approach</p> <p>Engaging and recruiting stakeholders</p> <p>Agree core aims and purpose</p> <p>Session on LOTI and similar initiatives to frame the output</p>	<p>Deck introducing the work to the stakeholders (employers, practitioners, policymakers and youth) we will engage with</p> <p>User research: Design and share a survey to learn from more of the stakeholders</p> <p>User research: Interviews with 5 Innovation Board members</p> <p>Synthesis of interview and survey research</p> <p>Design Session/s: <ul style="list-style-type: none"> • Draft Theory of Change • Observatory / prototype mock up </p>	<p>Stakeholder workshop to test mock ups</p> <p>Next steps for how this can supports your overall strategy</p> <p>Finalise research findings</p> <p>Recommendations for next steps: design and build phase.</p> <p>Agreed goals from stakeholders</p> <p>Wrap up session with core team</p>
Outputs	<p>Stakeholder map</p> <p>Established sprint rhythms and core days</p> <p>Shared view of what good looks like</p> <p>Problem statement</p>	<p>Draft Theory of Change</p> <p>Draft Defined User needs</p> <p>Outline Concepts for the Observatory</p>	<p>WIP of final deliverable for this project</p> <p>A high level roadmap and supplier scope. Include a few options</p> <p>.</p>



LEP – Sub Committee

LEP - Lancashire Innovation Board

Private and Confidential: NO

Date: Monday, 7 June 2021

National and Regional Policy and cluster presentation

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

Executive Summary

A presentation will be given by Jen Rae, the NP11 Innovation Director, on her role in this newly created post and the landscape of policy issues to be considered over the coming months (such as the national innovation strategy and place based R&D) and opportunities for the Board to feed into her plans.

This will be followed by input from Rick Holland, NW Regional Head of IUK and an Innovation Board member about an exemplar tech cluster in Lancashire he is championing and from Richard Lydon, a Materials Consultant working with Manchester University about a regional technology opportunity (given the relevance of materials to all sector groups).

The purpose of the item is to identify the national issues and draw out some regional and local opportunities on the ground alongside companies, that can illustrate and bring to life accompanying agenda items around the refreshed Lancashire Innovation Plan and the Innovation Observatory, helping to join up thinking.

There will be an opportunity to question Jen, Rick and Richard and contribute to the thinking at the meeting.

Recommendation

The Board is asked to receive a presentation from the NP11 Innovation Director as well as information on the electech cluster and emerging materials network and then input to discussion on the opportunities for the innovation plan.

Background and Advice

The NP11 is the business-led voice for the North that brings together the 11 Local Enterprise Partnerships (LEPs) from across the North of England. Launched in July 2018, it plays a leading role in realising the vision for an economically thriving Northern Powerhouse that drives economic prosperity, international competitiveness



and inclusive growth for the benefit of everyone across our great towns, cities and rural communities. NP11 has an Innovation Lead Group addressing innovation issues attended by representatives from each LEP. The Lancashire LEP Lead is Matt Wright.

NP11 identifies that by removing boundaries between industries, strengthening innovation eco-systems and establishing networks and places for people to interact and encourage investment, the North will be able to move closer to achieving its ambitions.

In order to unlock Lancashire's innovation potential, the NP11 intends to bring together innovation leaders from LEPs, businesses, networks and hubs, academia, and Government to work collaboratively, creating a clear framework for partnership between the North and the organisation UK Research and Innovation, along with other national R&D agencies. This will support local and regional innovation strategies, drive investment in the North, spur joint innovation activity to support the North's prime capabilities and drive the achievement of the target of 2.4% R&D investment in the North.

List of Background Papers

Paper	Date	Contact/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A



LEP – Sub Committee

LEP - Lancashire Innovation Board

Private and Confidential: No

Date: Monday, 7 June 2021

LIS (Local Industrial Strategy) Innovation Chapter review
(Appendices 'A' and 'B' refer)

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

Executive Summary

The 'Local Industrial Strategy' (LIS) for Lancashire has been prepared over the last few months by Economic Development consultancy, Steer Economic Development working with the Lancashire LEP and Lancashire County Council. The Appendices to this report provide a draft innovation chapter prepared by Steer Consultancy working with the Lancashire Universities Innovation Manager. Also attached is an Innovation Plan-on-a-Page prepared by the Lancashire Universities Innovation Manager to support this work alongside the LEP Sector Groups. The aim is for these documents to support the innovation aspects of a Lancashire Growth Plan.

The LIS Innovation chapter may also help board members consider the need to formally refresh the Innovation Plan post 2021, building on and linking to this work and clusters of companies under the Sector Groups. As such, discussion of the draft chapter at this stage is suggested.

Recommendations

1. The Board is asked to consider the attached draft innovation chapter of the Local Industrial Strategy (Appendix 'A') and indicate any key amendments to the narrative.
2. The Board is asked to consider the Plan-on-a-Page document attached as Appendix 'B' which seeks to build on the current Innovation Plan with technology missions based on capabilities and opportunities relevant to clusters of companies.
3. The Board is asked to approve further work by officers to begin a process of refreshing the 2017 Innovation Plan, building on the LIS Innovation Chapter research and recommendations. Suggestions on key items to include in this process are invited also.



Background and Advice

Lancashire currently has an Innovation Plan which was developed in 2017 and has guided much of the original innovation work and establishment of relevant business support projects and assets in the county. This continues to be the main document informing innovation deliverables in Lancashire. However, as many of those outputs are met or already in progress and with the changing circumstances following Covid, it will be necessary to consider a refresh of the current strategy.

A refresh of the Lancashire Innovation Plan was considered at the Lancashire Innovation Board's first meeting in June 2020 when it was agreed that it was more important for the Board to find its feet first and consider a refresh after 12 months.

Subsequent to the Innovation Plan the then Government required LEPs to develop a Local Industrial Strategy (LIS) building on the work of the National Industrial Strategy. The aim of a LIS was to increase regional economic productivity and as such had strong crossovers with innovation policy. Steer Group commenced work on behalf of the Lancashire LEP.

Following the election of a new Government in 2019, business and skills policy is undergoing change and the data and analysis drafted for the Lancashire LIS will help inform the development of a Lancashire Growth Plan post-Covid. As part of the strategy work by the LEP, a number of Sector Groups have been established led primarily by local industry and each is developing an action plan as well as examining cross cutting technology themes. The work of these groups has not been formally reported and published yet.

In order to prompt the thinking in terms of innovation, a paper was produced by the Lancashire Universities Innovation Manager and shared with the Steer Consulting Group and with the LEP Sector Groups. This seeks to define capability areas and opportunities for the county and identify technology missions and priorities.

The findings of the Sector Groups and a Technology workshop attended by the Chair of the Innovation Board will further contribute to planning and enable officers to work with the Board on a refreshed Innovation Plan. The scope for this will be brought to a future meeting of the Innovation Board and a task and finish group will be required to input to the roadmap as national and regional policy on innovation proceeds at pace.

List of Background Papers

Paper	Date	Contact/Tel
Innovation Chapter for LIS	18/05/2021	Matt Wright matthew.wright@lancashirelep.co.uk
Innovation 'Plan on a page'	18/05/2021	Matt Wright matthew.wright@lancashirelep.co.uk
Reason for inclusion in Part II, if appropriate		
N/A		

1 Ideas

Overview

Our economy will be innovative by embracing technological change and collaborating across sectors to support globally leading, cutting edge R&D and enable the broader diffusion and adoption of innovation across our business base.

- 1.1 Our strategy for Ideas focusses on the following themes:
- **Frontier sector innovation:** to build on our internationally significant innovation capabilities within our established frontier sectors to stay ahead in the global market;
 - **Cross-sector collaboration:** to exploit the synergies in innovation across our frontier sectors, creating new R&D partnerships and generating new routeways to excellence which will expand and diversify our sector strengths, business base and global markets;
 - **Innovation diffusion and adoption:** to increase innovation capability across the business base and embed innovative cultures, technologies and processes that will support productivity uplifts, increased competitiveness and diversification.
- 1.2 We are home to leading global businesses at the cutting edge of innovation in Advanced Manufacturing, supported by a supply chain cluster of high-tech small and medium-size enterprises (SMEs). There are longstanding and well-known strengths in Aerospace, Automotive, and Energy industries as well as specialist Chemical and Food industries along with exciting emerging strengths in sectors including Digital, Applied Healthcare, Clean Tech and Deep Tech spin-outs from our universities.
- 1.3 We are home to an extensive range of innovation assets, concentrated primarily along the West to East corridor (M55-M6-M65) and around the Lancaster University and UCLan Campuses. A distinct strength for our county is we have four universities collaborating on SME Innovation and two with strong research pedigrees. Our Higher Education Institutes have diverse research strengths - spanning Allied Health Professions, Chemistry, Computer Science, Earth Systems and Environmental Sciences, Management Science, Engineering, Mathematical Sciences and Physics – and work closely with national centres of research excellence and knowledge transfer partnerships and locally at a translational level through demonstrators such as AMRC(NW).
- 1.4 Aligned to our sector strengths and priorities, our existing innovation capabilities and our desire to forge collaboration across our frontier sectors, we are building our innovation ecosystem strategy around four foundations:
- **Advanced Manufacturing and Mobility:** taking forward our key strengths in manufacturing with specialisms across several sub-sectors, most notably in aerospace and automotive and associated engineering assets and emergent technology eg novel battery tech
 - **Clean Technology Commercialisation:** expanding our well-established nuclear supply chain opportunities around offshore wind and ambitious zero carbon targets and

leveraging our research to develop and commercialise low carbon and sustainable technology product SMEs supporting all sectors.

- **Cyber Security, Space and DARQ¹ Technologies:** taking advantage of key emerging market opportunities, building on Lancaster University and UCLan’s Cyber Security strengths, Lancashire’s position as a key partner in the new North West Space Hub and our digital economy and Deep Tech strengths for example in advanced sensors and Quantum.
- **Healthy Productive Communities:** building on our single largest employment sector, Health, and emerging Life Science asset base including Lancaster University’s Health Innovation Campus, health systems and data technology and UCLan’s programmes with a focus on Medtech and emerging diagnostic technologies such as in pathology.

Frontier sector innovation

Rationale & objectives

- 1.5 Lancashire has recognised sectoral strengths and differentiators. These strengths need to be developed and worked harder in order to ‘stay ahead’ of new and existing competitors internationally. Industry 4.0 brings unparalleled technological advances - Artificial Intelligence, Automation, Robotics, Big Data, Supercomputing, Advanced Materials, Nanotech, Biotech and Satellite applications - which are increasingly shaping our lives and industries.
- 1.6 These technological drivers of change have been magnified and accelerated by the impact of COVID-19, most notably our shift towards an increasingly digital economy and society. The pandemic has also brought health and environmental sustainability imperatives into even sharper focus.
- 1.7 Lancashire’s frontier sectors need to both drive and respond to these emerging technologies and market disruption and also work with key movers like BAE Systems to think about what comes after Industry 4.0. Our capabilities can be marshalled not only to increase the competitiveness and productivity of our sectors and businesses but also to generate solutions that address the grand challenges facing our society and meet the needs of people, place and planet.
- 1.8 It will be vital to start, grow and scale up more truly Innovation Driven Enterprises (IDEs) with international and technology driven mindsets to nurture the future economic base of the county and reduce reliance on some traditional sectors.

Figure 1-1: Frontier sector innovation objectives

Priority area	Objective
Priority 1: Drive innovation and boost competitiveness in context of Industry 4.0	Maintain Lancashire’s distinctive world-class prominence in priority sectors
	Increase national and international R&D collaboration and develop strategic partnerships with Centres of Excellence outside of Lancashire
	Developing supply chain capability and capacity servicing these sectors
	Capitalise on HE and wider research specialism and facilitate public, private and third sector R&D partnerships.

¹ Distributed Ledger Technology (DLT), Artificial Intelligence (AI), Extended Reality (XR) and Quantum technologies

Priority 2: Support cutting edge R&D and commercialisation

Foster and nurture more innovative spin-off and start-up firms and facilitate routes to commercialisation through greater Investment Readiness and access to Risk Capital to develop IDEs as the future anchor companies of Lancashire.

Stimulate research, development and commercialisation of innovative solutions that respond to society's grand challenges and the needs of people, place and planet.

Assets & opportunities

1.9 Lancashire is home to a diverse range of innovation capabilities and assets. We are one of the UK's most competitive areas for advanced manufacturing and engineering with automotive and aerospace manufacturing sub-sectors being key strengths. Our innovation strategy must capitalise on Lancashire having the 4th biggest aerospace cluster in the world and the highest concentration of aerospace companies nationally (c. 13,000 jobs) and being home to leading manufacturing employers such as BAE Systems and Rolls Royce.



1.10 Alongside a package of nationally significant innovation assets such as the AMRC NW, and regionally significant assets such as the Engineering Innovation Centre (EIC) at UCLan, Lancashire's manufacturing base is led by aerospace (internationally leading in developing 6th Generation Fighter Aircraft), automotive, and energy sectors, with additional strengths in digital, healthcare, specialist chemical, agri-food and agri-tech sectors. All sectors will be impacted by digitalisation and the need to lead, manage and adopt secure digital solutions sharing best practice in a field in which we have enjoyed strengths and can cross-fertilise growth. Our assets in Cyber-Security and Quantum at Lancaster University will further support the sector as will strengths in engineering and drones through the Engineering Innovation Centre at UCLan.

1.11 We must also capitalise on our Low Carbon Energy assets, supply chain and research specialisms which include nuclear, wind, marine, hydrogen, and battery technology and importantly support for SMEs in all sectors to develop low carbon and sustainable products and services. Lancashire leads a North West consortium of universities delivering the Eco-I NW project from the internationally significant Lancaster Environment Centre (LEC) which has one of the largest concentrations of environmental researchers in Europe. Climate change requires us to develop new products, production processes, new approaches to resource use, and new methods of land management. Clean Tech is also one of the fastest growing markets in the world providing considerable opportunities that can build on our strengths.

1.12 We have declared a net zero emissions target by 2030 and are targeting a 57% reduction in CO2 emissions on 1990 levels by 2032. In order to achieve these targets, we need to expand our existing low carbon capabilities providing high-value design and manufacturing skills across sectors not just our renewable energy industry.

Figure 1-2: Advanced Manufacturing Research Centre NW

Advanced Manufacturing Research Centre NW

The Advanced Manufacturing Research Centre NW, based on the Salmesbury Enterprise Zone, alongside BAE Systems, is a nationally leading advanced manufacturing centre supporting manufacturers to engage and adopt new technologies, processes and materials to reduce costs and drive efficiencies.



The aim of the centre is to de-risk adoption of technologies that can solve manufacturing problems and improve operations, supporting the SME manufacturing community to access advanced technology that will drive improvements in productivity, performance and quality. Expert support is given in areas including:

- Machining
- Additive Manufacturing (3D Printing) Polymers and metallics
- Design and prototyping
- Virtual reality
- Robotics
- Manufacturing automation
- Discrete event simulation
- Data collection from legacy equipment
- All aspects of digital manufacturing and processing including Medtech
- Digital transformation strategy in a manufacturing environment

Figure 1-3: Clean & Deep Technology Commercialisation

Eco-I NW and DeepINC



Our future high growth and anchor companies that will support knowledge intensive employment will rely on driving emergent technologies that underpin clean and deep tech. Key will be networking our Innovation Assets supporting clusters of Innovation Driven Enterprises (IDEs) to cross fertilise technology and act as an integrated Accelerator for R&D and high growth tech companies.

This would include world-leading technology development facilities for

example those located at Lancaster University, in its Quantum Technology Centre (QTC) and Collaborative Technology Access Platform (cTAP) and in its science departments, with new integrated incubation space and business support, to provide a platform to help locally-based companies to develop research intensive deep technology solutions to their commercially defined problems. It would provide access to integrated space and labs, pioneering expertise, research programmes, collaborative partners and fund managers to accelerate knowledge intensive businesses and retain and return graduate entrepreneurs to Lancashire.

Already we have led in creating a consortium of universities through the Eco-I NW project and a further example of this networked hub approach would be a joint Centre for Advanced Sensor

Technology representing a national centre of excellence for research and innovation in environmental sensing, survey and inspection suited to drones and satellites. It will bring together expertise in drone application areas, data acquisition, processing and applications and will accelerate the multidirectional flow of information for improved and more effective decision making and enhanced productivity as we move towards a digitally enabled environment and support the transition to Net-Zero.

Cross sector collaboration

Rationale & objectives

- 1.13 We will adopt the principles of smart specialisation. Building on, and extending beyond, the core technologies (e.g. Materials, Automation; Deep Tech applications etc) and specialisms within our frontier sector base, we will take advantage of the technological convergence across related sectors and industries and create new opportunities for innovation and growth.
- 1.14 We must continue to ‘recreate’ our economic base through building new sectoral Unique Selling Points (USPs). ‘Standing start’ sectoral development is increasingly difficult to deliver, and so instead, we should focus on the connectedness - in terms of technological crossover and synergies - across our industrial base (and with wider national and global partners) so that we can expand and diversify into new and adjacent sectors and specialisms. We have a diversity of sector strengths and supply chains in Lancashire, with significant untapped potential to combine our capabilities to open up these new opportunities in order to grow and internationalise our economy. Our approach, enabled by strong sector leadership, will require partnership and collaboration across industries and businesses from different sectors.
- 1.15 We are also prioritising cross sector innovation in terms of collaboration across our public, private and third sectors and research institutions. This partnership approach is well evidenced through our health and life science agenda, bringing together wide-ranging stakeholders - the NHS, biotech firms, academic researchers and local authority & community health providers. There is a visible and well-documented gap between the North and South in England in terms of health outcomes, and this has widened since the pandemic. Our collaborative, cross-sector approach to innovation in this field is designed to identify innovative and scalable health solutions, contributing to both our economic growth and health and wellbeing objectives

Figure 1-4: Cross sector collaboration objectives

Priority area	Objective
Priority 1: Driving local cross sector collaboration	Build distinctive cross-over driven strategy (where existing core technologies ‘cross-over’ into new sectors) to exploit existing strengths;
	Enhance cross sector collaboration with local academic institutes and public bodies, combining research strengths with business to extend capability and forge new routes to excellence.
	Prioritise R&D, innovation, and skills development for emerging sectoral strengths;
Priority 2: Driving national and international cross sector collaboration	Identify synergies between local key sectoral capabilities with complementary external assets and strengths across the wider Northern Powerhouse, UK and internationally.

Develop new global supply chain participation and inward investment strategies to scale these new areas.

Assets & opportunities

- 1.16 Alongside our sector leadership groups, we have also established a cross sector **Lancashire Innovation Board** to bring together a range of private and public sector partners to better guide, connect and cross-fertilise Lancashire’s innovation assets. We are also further developing our innovation links with neighbouring northern cities, particularly through our universities. For example, through our collaboration with Sheffield University at the AMRC North West; with Manchester and Liverpool through the Eco-I NW project and with Manchester in Cyber. Internationally we have also built links with MIT through participating in the BEIS sponsored MIT REAP initiative.
- 1.17 Cross boundary working is already catalysing significant advances in technology innovation in Lancashire, building on our aerospace and automotive manufacturing sectors, our strengths in digital, energy and health, and our package of Higher Education research specialisms. There are strong Deep Tech credentials in sensors, batteries, novel semiconductors, Electech, Clean Tech and Medtech with strong spin-out companies beginning to scale their operations.
- 1.18 This can be seen in our emerging Cyber Security, Space and DARQ Technologies credentials through our Security Centre of Excellence and Space Technology Cluster, and in the nexus of Advanced Manufacturing and Future Mobility with the globally significant Future Mobility Zone for drone technology advancement in Preston.
- 1.19 There is also the potential to champion a broader innovation district that can work across the geography with new modes of working and collaborating post-Covid that were not deemed possible previously with perceived concentration in cities. We have the opportunity to connect all of this up in new ways to have a virtual-concentration effect of a city plus all the non-city benefits – work/life balance, less commuting, costs, affordable housing where you can have a home office, environment etc which would also drive graduate retention and ‘Return to Lancashire’ for entrepreneurs and innovators.
- 1.20 Our Health Innovation Campus (HIC) at Lancaster University is a further example of our cross sector and partnership working in practice. This flagship initiative is enabling the co-location of leading researchers, Medtech firms (large and small) and the NHS to foster collaboration and innovation.

Figure 1-5: Cyber Security, Space and DARQ* Technologies



security education, cementing its existing long-established track record of being at the forefront of cyber security research and through the National Cyber Security Centre.

On the back of the successful of cyber security sector, Security Lancaster, a centre of excellence has been established at the University of Lancaster. The centre adds to the areas strength in cyber security and facilitates collaboration with companies from a range of sectors and governments, expanding industry and research capabilities. We also have strengths in the commercial applications of space and there are emerging market opportunities in Space Technology through the development of a Space Technology Cluster.

Figure 1-6: Drone Zone

Future Mobility & Drone Zone

The Future Mobility Zone (FMZ) led by UCLan and featuring Preston City Drone Zone will provide a Full-scale technology Demonstrator and Economic Cluster. The FMZ will be a nationally significant demonstrator for mobility services.

The zone will rapidly drive progress in drone use over the next four years, enabling industry and the public sector to fully exploit the opportunities that drones can bring to mobility.

Working in conjunction with the Engineering Innovation centre at UCLan this proposition builds on the research, engineering and aerospace strengths of the county and will complement our other research assets in Lancashire helping to create a joined up network of hubs accessible to industry.



Figure 1-7: Healthy Productive Communities

Health Innovation Campus (HIC)



Lancaster University's £41m Health Innovation Campus opened its doors in 2020 (phase 1) as the first wave of COVID-19 came to an end in summer 2020. It is a physical hub which brings together industry, research partners, health and care providers, the voluntary sector and local authorities – creating an innovation ecosystem.

The Campus has the potential to be a part of the solution to our area's health problems, with its core aim being to develop substantiable solutions for some of the most important health and care challenges faced by society. It will also address

health and social inequalities which impact on wellness and support the SME business community to innovate, with fully funded opportunities for SME businesses in Lancashire to grow and innovate in health as part of the Campus programme of activity².

² <https://www.boostbusinesslancashire.co.uk/support/health-innovation-campus/>

Innovation Diffusion and Adoption

Rationale & objectives

- 1.21 We are home to a diverse range of innovative companies – this includes large multi nationals and more agile SMEs and start-ups. However, in line with the wider UK, we also have a long tail of less innovative and less productive companies. We must broaden our innovation capacity and capability and create a more pervasive culture of innovation across our business base.
- 1.22 Although there are numerous excellent examples of innovation across our SME base, on average, business R&D expenditure per head across Lancashire is comparatively smaller than most regions in the England and only 21% of businesses are deemed ‘knowledge intensive’, compared to 26% across the North West and 28% for the UK as a whole.
- 1.23 Diffusing innovation more widely and enabling local businesses to adopt new technologies, processes and mindsets will increase the resilience, productivity and competitiveness of individual businesses and our economy as whole. Key to this is leadership and management support to develop new business models that guide suitable technology adoption that have bottom line and sustained impact. Lancashire needs to build on its strengths delivering Be the Business, Made Smarter and Productivity through People which have demonstrated the importance of assets such Lancaster University Management School (LUMS) working alongside the Growth Hubs and UCLan, Edge Hill and AMRC(NW) aligning their productivity offerings.
- 1.24 The Universities have offered a range of innovation support programmes through ESIF and other initiatives and the engagement of students, graduates and post-graduates at significant scale has supported thousands of SMEs over a number of years, driving necessary absorptive capacity into businesses and supporting talent retention in the County. As ESIF draws to a close it will be vital that the assets and capabilities of providers of innovation support are harnessed in the next stage to lever and partner with Government initiatives to ensure Innovation Diffusion and Adoption.
- 1.25 In this way we will be better placed to anticipate and respond to future economic shocks and ongoing economic restructuring. We will also be better placed to take advantage of technological advancement and changing global markets.

Figure 1-8: Diffusion & Adoption Objectives

Priority area	Objective
Priority 1: Create a culture of innovation across local business leaders	Raise awareness of the opportunities for innovating and the benefits it can bring
	Enhance innovation leadership and management skills to enable companies to plan profitable technology adoption
	Promote collaboration and knowledge sharing amongst the business community, such as through peer-to-peer networks and mentoring
Priority 2: Enable businesses to take advantage of new technologies and processes	Unlock R&D and innovation investment by supporting businesses to access finance and expertise
	Enable business R&D and innovation through increased collaboration between the business community and universities, such as through a range of Knowledge Transfer partnerships.

Support businesses to digitise and automate their processes to increase efficiency.

Assets & opportunities

- 1.26 Innovation stimulus, challenges, advice and support programmes are ongoing across Lancashire’s public and private sectors that support wider increases in innovation activity among the Lancashire business base and wider adoption of new technologies to drive productivity and competitiveness. Evolved through ESIF programmes in the main, the aim going forward is to streamline projects into fewer, bigger and more connected offerings driven by clusters of businesses.
- 1.27 The existing programmes include support in key areas or stages of innovation as follows:
- Advice to assess product ideas and provide expertise eg Innovation Clinic and UNITE Plus
 - Access to digital tech awareness and adoption eg DigitME2, CyberFoundry or IN4.0
 - In-depth support for tech adoption and leadership in manufacturing eg Made Smarter
 - Workshops for business modelling and productivity eg Productivity Innovation Centre
 - Specialist support for R&D (decarbonisation, new materials etc) eg Eco-I NW, MaCaW, GISMO
 - Support for specialist sectors (health, chemicals, space etc) eg Health Matters, HIC, NextGenChem, ESA
 - Access to investment and growth capital eg UCLan’s Investment Readiness, Campus Capital, NxNW
- 1.28 We have a network of innovation centres and accelerators across Lancashire offering high quality, specialist floorspace and business support services to innovative start-ups and SME from across a range of sectors. These Centre’s provide access to technologies, research expertise and laboratories that would otherwise be out of the reach of our SME business base. Most are based within universities or specialist FE colleges and some are situated within towns as incubators such as Fraser House in Lancaster and Strawberry Fields in Chorley.
- 1.29 We must also recognise and build on emerging innovation strengths, evidenced by IPO data show strong intellectual property advances in areas such as Civil Engineering, Mechanical Elements, Medical and Computer Technology, and Thermal Processes.

Figure 1-9: Low Carbon Lancashire Eco-Innovation Hub

Low Carbon Lancashire Eco-Innovation Hub	
<p>Energy costs are rising, air pollution causes 40,000 deaths per annum, flooding costs an estimated £5bn. Eco-Innovation is both good for business, with a market potential of \$6.4tr worldwide, and good for the environment. Lancaster University’s Centre for Global Eco-Innovation is a nationally award-winning initiative which undertakes research and development with business.</p> <p>Low Carbon Lancashire Eco-Innovation Hub is a R&D programme for SMEs delivering innovation for a better environment, such as the development of a new low carbon technology, efficiency saving or waste reduction process, with a potential return of investment over £100,000. Funded by ERDF, the Lancaster University Management School and Centre for Global Eco-Innovation led</p>	

programme offers a variety of support, access to people, resources and R&D facilities to develop innovative products, processes and services, including:

- Access to expertise available from environmental sciences, chemistry, quantum technology, mechanical engineering, chemical engineering, electronic and electrical engineering, natural sciences, physics, psychology, marketing and management.
- Recruitment of dedicated PhD and Masters research projects, fully funded dissertation/placement projects undertaken by undergraduates in appropriate disciplines, and fully funded internship projects delivered by current student or recent graduate.
- Workshops and innovation challenges – Peer to peer business workshops for directors and managers addressing how to accelerate, manage and succeed with innovation through the Lancaster University Management School’s Low Carbon Innovation Forum.
- Facilities use includes testing and developing products and materials at workshops and laboratories at Lancaster University

Figure 1-10: Innovation Clinic

Innovation Clinic



The Innovation Clinic is delivered by UCLan and is part-funded by UCLan and the European Regional Development Fund, for SMEs looking to grow their business by launching a new product. The Clinic team of industry and academic experts, and state-of-the-art facilities and technology, provide fully funded advice and support on product feasibility, design, development and testing and product launch strategies,

such as:

- Independent idea evaluation & feasibility analysis
- Market research, demand and competitor analysis
- Advice on IP and freedom to operate
- Innovation strategy
- Product design support
- Prototype development
- Product testing
- Brand development
- Materials, supply chain and manufacturing advice
- Commercialisation

The Innovation Clinic to date has helped almost 220 businesses to develop new products.

Innovation & Commercialisation - Lancashire

Where we are now

Lancashire has a formal Innovation Plan and has recently established an Innovation Board to unite key stakeholders and lead innovation actions. Through the LEP Strategic Framework, innovation is a cross cutting enabler and the county is developing a Local Industrial Strategy where innovation plays a key role in orchestrating growth.

- **Lancashire has three Universities delivering research and innovation support programmes** with increasing collaborative efforts. Lancashire has supported the establishment of a number of key Innovation assets across its geography (eg EIC, HIC, AMRC etc) with good partnership links and has skills support across five colleges. All Institutes have strong SME support with over 20 ESIF innovation programmes supporting thousands of SMEs.
- **Lancashire has leading businesses with world-class expertise in R&D and manufacturing**, notably in the aerospace, manufacturing and energy sectors and a history of product development with some key emerging market opportunities aligned to local strengths. Nevertheless it is somewhat reliant on a limited number of larger companies.
- **In keeping with much of the North, Lancashire has lagged on SME R&D spend and business productivity** and needs both more high growth innovative companies with international ambitions as well as adoption of new technologies in existing supply chains to keep ahead. The county needs to understand its future strengths and growth opportunities and how to cross-fertilise sectors, join up delivery and better fund innovation to broaden the economic base and improve impact.
- **Lancashire has a polycentric geography requiring it to work at uniting its comparative advantages** and finding synergies in the face of more compact metropolitan centres more easily able to achieve critical mass. The county needs to better understand the depth and breadth of its strengths and their complementarity with partners locally and nationally in order to lead on building cluster critical mass that advantages Lancashire and reaches out across the Northern region and to the world.

STRENGTHS

Commitment, knowledge & Innovation Plan
Complementary mix of TRL Phases across partners
Tradition of high tech product development
Top Universities, science excellence & new assets

WEAKNESSES

Disparate/supply side approach
Need for coherence in business engagement
Need for more high growth Tech companies
Building areas of applied excellence/complementarity

OPPORTUNITIES

Collaboration locally, regionally and nationally
Coherent delivery impact
Co-creation solution platforms
Market driven/challenge approach

THREATS

Peripherality issues
Major cities with critical mass
Reliance on a few legacy private sector players
Rapid world change

Where we want to be

KPIs

- Capture of Govt funds for Innovation (eg ESIF shift to SPF)
- Scale of collaborative support projects (county/region)
- Business attendance/membership in cross sector activities
- Rate of start-up/scale-up innovative companies in key sectors
- Increase in number/size of UKRI projects secured
- Increase in SME R&D spend towards 2.4% target
- Increase in risk capital attracted to innovative SME projects
- Number of case studies cited locally, regionally & internationally

Lancashire will collaborate further across stakeholders to develop specific, joined-up and impactful actions that add value to our assets and leads to a culture of innovation that lifts existing businesses and generates high growth businesses of the future, while reinforcing its successful role and interaction in the wider world. Key outcomes in 5 years will include:

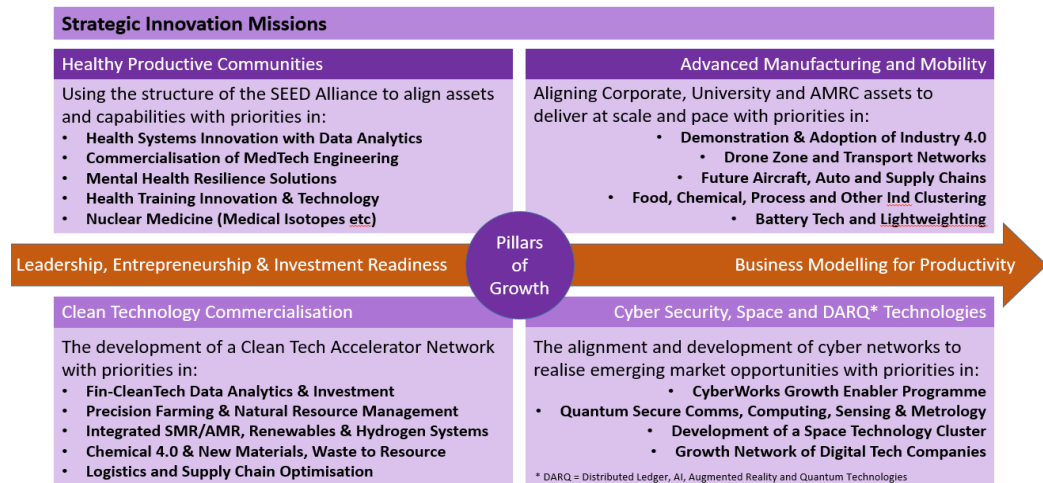
- **Lancashire will have developed its specialisations and accelerated more businesses in key growth areas**
- **Lancashire will have joined up key assets into networks better able to achieve critical mass of delivery**
- **Lancashire will have cross fertilised sectors and small and large companies to realise new opportunities**
- **Lancashire will have raised the productivity & technology of established sectors/supply chains to stay ahead**
- **Lancashire will have built wider national and international reach to be world class and communicate its success**

How will we get there

Lancashire will build on its strengths and achieve its targeted outcomes through its on-going mapping and analysis, which has identified where its deep strengths coincide with growth opportunities. The diagram to the right shows this as enabling innovation missions that cross cut the Pillars of Growth.

These Missions represent areas requiring intervention, platforms for "Asks" to Government and bidding pipelines. The Innovation Delivery Plan will orchestrate around these Strategic Innovation Missions and provide structure and direction to join-up assets as follows:

- **The consolidation and further development of the Innovation Board**
- **The development of an Innovation Observatory/Brokerage, a Marketing Strategy and Innovation Champions**
- **The focusing of impact through resourcing four networks to advance the Strategic Innovation Missions**
- **The use of best practice tools and approaches across intervention partners and the streamlining of structures to achieve coherence of delivery and impact.**
- **The key role of Leadership, Entrepreneurship, Investment Readiness & Productivity programmes to ensure absorptive capacity for any innovation and technology commercialisation across the Missions and Growth Pillars.**





LEP - Sub Committee

LEP - Lancashire Innovation Board

Private and Confidential: NO

Date: Monday, 7 June 2021

General activity update
(Appendix 'A' refers)

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

Executive Summary

An update on the status of work against the Lancashire Innovation Plan actions list is set out in the action log attached at Appendix 'A'.

Recommendation

The Board is asked to note the updated action log for information and raise any queries or suggestions.

Background and Advice

The action log of progress against the actions identified in the 2017 Lancashire Innovation Plan is a standing item on the Innovation Board agenda. It allows Board members to receive a full picture of the progress made to date against the targets set out in the action plan.

Any items that the Chair or officers have deemed in need of further discussion are presented elsewhere in the agenda as standalone items. However, the Board is welcome to question or discuss actions that have not been discussed elsewhere.

List of Background Papers

Paper	Date	Contact/Tel
Action log spreadsheet	18/05/2021	Maya Ellis. Maya.ellis@lancashire.gov.uk

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

Action Agenda	Status Comments	Owner	RAG Status
To make the Plan a reality, a series of actions are proposed:			
For Strategic Aim 1 'Staying Ahead', key actions will involve:			
Focus on delivering the Made Smart Review's North West National Adoption Programme Pilot	Ongoing - Lancashire leading on takeup and value. LU has joined the NxNW consortium of Universities to increase spin-outs, develop their entrepreneurial skills and inject greater risk capital; Work has completed on a regional Space Sector Strategy; MIT Reap Project has defined a Clean Tech Accelerator and discussion has been opened with partners and a 2nd stage agreed with MIT; Participation in Med Tech Cluster at STFC; Involvement of AMRC in HEI Forum with UEDU.	Maya (with Pete & Andy)	Green
Connecting with Centres of Excellence outside Lancashire, so helping to improve our participation in national, and potentially international, innovation networks	Discussions had with DIT (Nigel Jones) re potential initiatives filling Gaps in supply chains; £10k budget allocation 21/22 for bid writing for larger projects in this space.	Matt	Yellow
Working in collaboration with large employers in the County to strengthen innovation capabilities of their supply chains	Long list created; First videos created and roll out planned. Scoping needed of how to create programme.	Maya (with LEP Board members)	Yellow
Developing a network of Lancashire 'Innovation Ambassadors' to work with local SMEs;	Work underway with update paper to this board. Detailed paper with action plan went to Feb board and was approved followed by work with FutureGov which is developing the functions and design through stakeholder engagement and research.	Maya (with ML)	Green
Implementing a Lancashire Technology and Market Foresight Observatory.		Matt & Maya	Green
For Strategic Aim 2 'New Routeways to Excellence', key actions will involve:			
Developing supply chain crossover networks	Discussions had with DIT (Nigel Jones) re potential initiatives filling Gaps in supply chains; £10k budget allocation 21/22 for bid writing for larger projects in this space.	TBC	Yellow
Encouraging an increase in Knowledge Transfer Partnerships (KTPs)	Bid submitted Maya 2021 to Community Renewal Fund for programme to pilot new ways of encouraging this takeup. There has been an increase in the number of KTPs and Placements in Companies across Lancashire with University engagement projects. In addition the Lancashire Technology Accelerator piloted to test effectiveness in software sector, with a view to an Accelerator approach Lancashire wide across sectors, and securing UEZ project money.	Matt (& Maya re accelerators/CRF)	Yellow
Developing Test Beds in new sectors such as Digital, and initiatives such as 'Failure Labs' and 'hackathons', with different sector foci over time	Hackathons discussed previously but stalled - lots of appetite but resource heavy to co-ordinate. Exploring as part of Innovation Festival but would need extra resource. Manual mapping being done via shared google docs. To then feed into Observatory work. An Innovation Strategy on a page has been developed to coordinate a project pipeline from Universities and their partners. LEP Sector groups establishing sector plans for each of the 6 sectors and enabling services (skills, business support, innovation, wellbeing) running workshops to get up to date feedback on their roles. A Technology Workshop was held between the Sector Group Leads and the Universities.	Maya (and Dan)	Green
Starting to analyse rigorously how overlaps and synergies between the activities and technologies of our existing sectors can be drawn out to define new areas of sectoral strengths that we can develop		Matt	Green
For Strategic Aim 3 'Broadening the Innovation Base', key actions will involve:			
Enhancing existing, or building new, leadership development programme activities, ensuring that innovation is given the same priority as wider core business disciplines	Programmes underway include Productivity Innovation Centre (PIC) programmes, Productivity through People; Made Smarter Leadership etc; Also the new LUMS Catalyst programme will become a key tool for developing innovation leadership capabilities with SMEs.	Matt	Green
Ensuring relevant capital developments include provision for incubating innovation-led start-ups	Fraser House (White Cross) opened April 2021 with further investment proposed for wider White Cross. AMRC Samesbury due to open September 2021. Strawberry Fields, Burnley Landmark, Lancaster HIC, Society 1 etc. Launch of Energy Park at Springfield and meetings with LU to develop Clean Energy projects. £20k in LCC 21/22 digital sector budget for ecosystem development in local areas. Proposals imminent to focus more intently on local ecosystems.	Maya (& LEP team)	Green
Facilitating networking between innovation and incubation centres within and outwith the County to share best practice	£20k in LCC 21/22 budget for ecosystem development in local areas. Full time Community Manager role in place at Fraser House with aim to develop programmes there which can then be rolled out / replicated at other sites in the county. Greater links with STFC through MedTech and HIC plus Infolab and the Digital Catapult. Hoping to embed some in Innovation festival 2021.	Maya & Matt	Yellow
Developing a programme of visits to Lancashire from innovation success stories across the world, helping to stimulate global networking, and bringing best practice to Lancashire's attention.	Proposals and conversations stalled so far due to lack of resource. Fraser House role may be able to kick start and lead.	Maya	Red
For Strategic Aim 4 'Enabling Infrastructures for Innovation', key actions will involve			

Creating an 'innovation graduate' placement programme for SMEs	Many of the innovation programmes delivered to SMEs by the Universities incorporate placements in order to deliver research and other projects within the company. The recent submission of CRF projects builds this into the process eg through the Catalyst bid.	Matt	
Developing a single point of contact programme of support for innovation-led start-up or early-stage businesses	Exploring thorough Innovation Observatory work and potential CRF bid. Boost; New Marketing Strategy includes 1 webpage summary of offer on investinlancashire website. LEP co-ordinated accelerator ran 2019 with potential to extend (UEZ). Potentially need to review focus area (is focus now needed more on scale up than start up?).	Maya (with ML)	
Exploring options for creating a Lancashire Innovation Fund for early-stage funding for innovation-led start-ups	Exploring through CRF bid. Conversations had with Amin / Rosebud about potentially repurposing some money. Working group established with Gaynor Dykes & Amin Vepari. Direction seems to be a stage 1 of looking at a smarter marketing vehicle for existing funds, and stage 2 adapt existing funds to address any gaps.	Maya (& Amin via Rosebud?)	
Developing a programme to promote innovation across public and third sectors;	LCC IT provision due to come in house in April 2021 which maybe provide some new capacity & leadership in this space. LCC invited to be involved in Innovation Observatory consultations. Conversations also had with FutureGov re creating a consortium of local authorities to support a separate digital development service.	Maya (& Kerry / Other internal LCC lead - Glyn CDO)	
Embedding Intellectual Property (IP) management in to innovation initiatives.	TBC - scoping work needed. Needs to be a wider discussion about this and the changing approach to IP in the innovation field. Discussion held with IPO and Ian Skerritt at MGH with on-going work with the IPO.	Matt	
To deliver Strategic Aim 5 'Letting the World Know!', key actions will involve:			
Holding an annual Innovation Showcase to celebrate successful innovation in, and across, the County	Preparation ongoing for Innovation Festival 2021 with update paper to this board. Lancashire Innovation Month 2020 held & successful.	Maya, (with Dan Knowles).	
Developing a Lancashire Innovation Marketing Strategy	Rolling out but somewhat stalled due to Covid and Capacity.	Maya (& Marketing Lancashire)	
Developing, and disseminating a portfolio of Lancashire innovation case studies;	Budget identified for 21/22; Innovation Observatory may help give roots. Tech nation engagement NW lead lined up to do tech focused case studies	Maya.	
Ensuring Lancashire is represented in all key national fora relating to innovation, so that forward and backward linkages to innovation in our County are be promoted and developed	Much better engaged with NP11/ UKRI / EPSRC / Innovate UK . Further scoping exercise of key events needed for us to have presence at.	Matt & Maya	
Governance			
Establish Innovation Board + what role will be	Now established and meeting quarterly.	Maya & Matt	
Re-establish board of officers + meet	Monthly working group of Maya Ellis, Matt Wright, Andy Walker and Sarah Kemp.	Maya + Andy W	
Regroup and / or recontact original consultees to update on outcomes and next steps	This didn't happen - propose remote from log now as relevant time has probably passed?	Maya (with SDG)	
Monitoring and evaluation	Aiming to contract company by March 2021 to establish measurements for 21/22 (late but still aiming to complete)	Maya	
Update of Innovation Plan 2021?	To commence? Discuss at June 2021 board	Maya & Matt	