Appendix A

VISION: by 2030 Lancashire will have positioned itself as a globally connected & resilient innovation ecosystem. The way we innovate will embody excellence & collaboration, feeding through to greater commercialisation, entrepreneurship & competitiveness in our economy. We will have a track record as a centre for globally-competitive knowledge clusters & talent, & as a developer of new solutions to the emerging challenges of our world

Strategic Aim 1

Innovation Capability – Staying Ahead

Rationale

- Lancashire has recognised sectoral strengths & differentiators
- These need to be developed & worked harder to stay ahead of new/existing competitors
- Market & technology change will impact significantly on business models
- Major employment & GVA dependency for county's economy

Objectives

- Maintain Lancashire's distinctive world-class prominence in priority sectors
- Develop supply chain capability & capacity servicing these sectors, & gap fill
- Identify innovation interdependencies with other geographies
- Develop strategic partnerships with Centres of Excellence outside Lancashire

Strategic Aim 2

Innovation Capability – Routeways to Excellence

Rationale

- Vital for county to keep 'recreating' its economic base, & to build new USPs
- 'Standing start' sectoral development increasingly difficult to deliver
- Connectedness between existing sectoral strengths provides opportunities for diversification & broadening supply chain
- · Source of employment & GVA

Objectives

- Build distinctive cross-over driven strategy to exploit existing strengths
- Prioritise R&D, ;nor emerging sectoral strengths
- Develop new global supply chain participation strategies to scale these new areas
- Identify innovation interdependencies with other geographies
- Develop strategic partnerships with Centres of Excellence, wherever they may be

Strategic Aim 3

Innovation Ecosystem – Broadening the Innovation Base

Rationale

- Dependence on major/global companies for innovation – SME's must be part of the mix
- Long tail of less innovative, less productive businesses
- Further economic shocks & restructuring a certainty, given market/tech change.
 Resilience is vital.
- Risk of hollow-out by adjacent economies

Objectives

- Greater diffusion of innovation & adoption by more businesses to increase resilience of local employers/their ability to respond to emerging opportunities & threats
- Selling the benefits of innovation for competitiveness & growth
- Enhance innovation management & leadership skills
- Prioritise FDI & clustering investment in innovation in Lancashire

Strategic Aim 4

Innovation Ecosystem – Enabling Infrastructures for Innovation

Rationale

- Innovation critically dependent on skills/talents, specialist facilities, knowledge generation, & money
- Significant ongoing investment in innovation infrastructure
- Role of innovation networks & collaboration
- Innovation needs to be pervasive across the private, public & third sectors

Objectiv

- Innovation embedded as a 'first nature' behaviour & mindset for Lancs
- Wider economic policies (e.g. SEP, Technical Education) aligned with this Plan to drive success
- Enhance management & leadership skills around innovation
- Human capital development & redeployability prioirtised
- Develop strategic partnerships with Centres of Excellence, wherever they may be

Strategic Aim 5

Innovation Ecosystem – Letting the World Know!

Rationale

- Competition between places & economies intensifying
- Lancashire is not instinctively recognised as a place for innovative new solutions
- Lack of clear, coherent, & comprehensive innovation narrative
- Insufficient resources given to promoting/coordinating innovation, given its importance

Objectives

- A new innovation plan & SEP refresh to help establish a coherent innovation & growth framework for Lancashire
- A proactive function to promote & celebrate innovation in the county
- Clear & expert leadership on shaping national innovation thinking
- Connecting for innovation GINs & GVCs

Application-inspired in our R&D & its deployment Excellence in delivery, driven by *real* evaluation & learning Collaborating for a competitive Lancashire