

Lancashire Enterprise Partnership

Stakeholder Engagement Framework

2021/22

Introduction

All LEP activity will, to varying degrees, require engagement with our stakeholders. Building effective relationships with stakeholders is fundamental to the work of the LEP. The success of the wider work of the LEP, the ambitions of the Strategic Framework and core strategies such as the Local Industrial Strategy is dependent upon our ability to engage constructively with our diverse range of stakeholders. Collaboration and partnership working is therefore the backbone to our approach in providing the economic leadership to produce positive outcomes for Lancashire's residents and businesses.

Definitions

Stakeholders

Stakeholders are those who have some kind of *stake* in the performance and the future of the LEP. For the purposes of this Stakeholder Engagement Framework, they are defined as **'those individuals or groups that depend on an organisation to fulfil their own goals, and on whom, in turn, the organisation depends.'**

Stakeholder Engagement

Engagement is a means through which to build better relationships, open dialogue and the process through which the LEP will communicate with identified stakeholders to achieve positive outcomes for the Lancashire economy.

Purpose of the Stakeholder Engagement Framework

The purpose of the Stakeholder Engagement Framework is to set out the rationale, which **identifies** the LEP's existing stakeholders, those with whom we wish to work, and how we aim to gain and retain each stakeholder's **involvement**, their **interest** and supporting **influence** in the LEP's work.

By identifying and engaging with our existing and new stakeholders we will:

- Understand their needs and expectations of the LEP
- Understand their needs and expectations in relation to strategic development and investment decisions
- Understand how their input (knowledge, expertise or resource) can contribute to our strategic and investment activity
- Obtain legitimacy and support for our work, increasing our operational capacity and providing greater public value to businesses and residents

By engaging with stakeholders we will be able to ensure they:

- Understand the role of the LEP purpose and function and where the LEP assumes a lead role, a commissioning role, an advisory role or acts a supporting partner
- Understand their role and relationship with the LEP and how they might engage to align with their strategic objectives, co-producing strategy, programmes and initiatives where appropriate.
- Understand who, how and why we interact with our stakeholders to ensure they are involved and engaged at the most appropriate level allowing time to influence and shape the LEPs strategic and investment priorities and vice versa
- Experience transparency of decision-making and performance monitoring and evaluation in the delivery of strategic objectives, outcomes and outputs

The Framework also identifies the tools with which to engage stakeholders according to their levels of interest and influence which will vary according to the area of LEP activity. As a result, this is not intended to be a

definitive document – it is fluid and evolving and it will be necessary to develop specific engagement plans as policy initiatives, investment opportunities and sector plans emerge.

Strategic Aims of the Stakeholder Engagement Framework

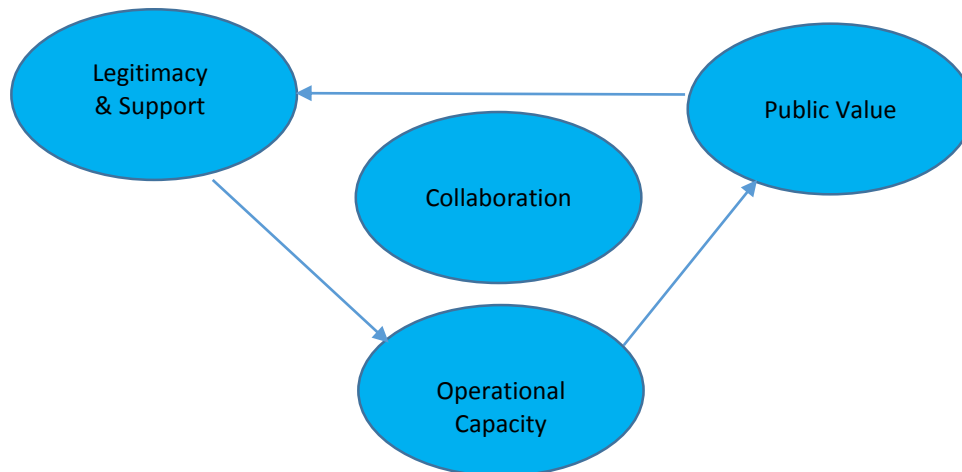
The vision of the LEP's Strategic Framework is:

'A benchmark LEP delivering growth and prosperity for Lancashire through collaboration and partnership'

The LEP's Stakeholder Engagement Framework is our plan which identifies how we will achieve the strategic action within the Strategic Framework to *'Drive a culture of diversity, collaboration and inclusion'*. The LEP is a partnership and is committed to working collaboratively with stakeholders to achieve public value defined as:

The provision of strategic economic leadership for Lancashire, providing the impartial and independent voice of business and through a partnership approach will:

- Set the economic strategy for the county
- Identify the priorities for investment
- Bid for the resources to deliver the priorities
- Co-ordinate responses to local challenges and identify emerging opportunities
- Commission and deliver in the policy areas of business support, skills, inward investment, transport and innovation
- Advocate on behalf of Lancashire's businesses to influence national and local policy making in order to achieve sustainable and competitive economic growth and create jobs



The feedback loop of the Strategic Triangle shows that by engaging more effectively and facilitating knowledge-flows, we will be able to demonstrate how we are able to add public value. By agreeing the problem, and what we are trying to achieve, we will enhance our legitimacy and support. This in turn will increase the inputs into the LEP's operational capacity (resource, skills and expertise) thereby creating more outputs to create public value. Engaging the right people at the right time with a shared sense of ownership and decision-making will then drive a culture of collaboration and establish a knowledge partnership.

The ultimate priority for the LEP is to improve the outcomes for business and people who live and work in Lancashire. This is reflected in our current priorities and programmes of work:

- **Delivery of the Strategic Framework**
 - Sector plans for Manufacturing, Energy & Low Carbon, Tourism, Culture & Place, Food & Agriculture, Digital, and Health
 - Development of the Lancashire Local Industrial Strategy
 - Internationalisation Strategy

- Implementation of the Innovation Plan
- Implementation of the Cultural Strategy
- Development of a Digital Strategy
- Lancashire Skills and Employment Strategic Framework
- Implementation of the Strategic Transport Plan

- **Influencing and shaping policy and investment** (including but not limited to):
 - Post-Brexit investment such as UK Shared Prosperity Fund
 - Levelling-up Fund
 - National Infrastructure Strategy
 - Energy White paper
 - Agriculture Bill and Transition Plan
 - Government's 'Plan for Jobs'
 - Skills White Paper
 - National Tourism Recovery Strategy
 - Cultural Recovery Strategy
 - R&D Roadmap
 - Artificial Intelligence Roadmap

- **Delivery of programmes of work**
 - Enterprise Zones (including EZ strategy refresh)
 - Growth Deal
 - Growing Places Fund
 - Getting Building Fund
 - Growth Hub
 - Lancashire Skills & Employment Hub including the following programmes:
 - Skills & Employment Advisory Panel
 - Labour Market Intelligence
 - Enterprise Advisor Network & Careers Hub
 - Implementation of Technical Vision
 - Lancashire Digital Skills Partnership
 - Lancashire Skills Escalator and ESF provision
 - Social Value
 - Lancashire, Preston and South Ribble City Deal
 - Inward investment

To achieve its vision, and in turn the ambition of the Strategic Framework, the LEP must have the confidence of its stakeholders and be empowered to speak on the area's behalf to effectively influence decision makers at local, regional and national levels, as well as the adoption of a 'Lancashire-first' approach. By enhancing our legitimacy and support through effective stakeholder engagement, we will build the trust of our partners and develop a collaborative culture on strategic issues such as Net Zero, trade and investment, skills, innovation and business support.

Stakeholder Analysis

An initial identification and analysis exercise has been undertaken, the results of which are in the table below. We acknowledge that this is an evolving list and it is inevitable further stakeholders will be identified according to the subject matter of specific engagement campaigns. Likewise the level of interest and influence will also change according to specific activities.

Our analysis has enabled us to determine their **current**:

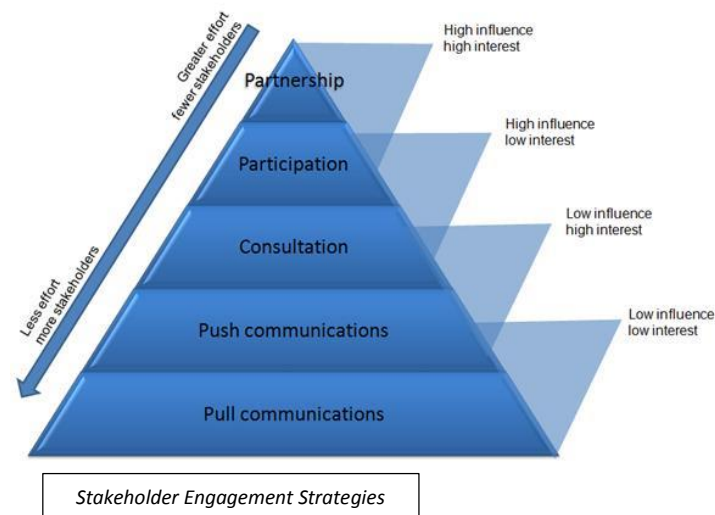
- **Interest and impact**- the extent to which they are impacted (public value) by the work of the LEP will determine their levels of interest and how we engage with them
- **Influence** – the extent to which they are able to influence (positively or negatively) the impact and success of the LEP

- **Legitimacy and support** – how engaged are those stakeholders who lend legitimacy to what the LEP is trying to accomplish and can support through advocacy, strategic backing and the co-creation of solutions
- **Contribution to operational capacity**– the contribution (funding, knowledge and skills) they are able to make to the LEP's work.

Stakeholders

		Influence	Interest	Impacted	Legitimacy	Support	Operational Capacity
1	Internal (board & committees)	High	High	High	High	High	High
2	Internal (staff)	High	High	High	High	High	High
3	Government Departments (A) (BEIS, MHCLG)	High	High	High	High	High	High
4	Government Departments (B) (DoE, DWP, DiT, DCMS, DfT, HMT)	High	High	High	High	High	High
5	Government Departments (C) (DEFRA, MoD, DoH)	Medium	Low	Medium	High	low	Medium
6	Local MPs	High	Mixed	High	High	Mixed	Medium
7	Company Members	High	High	High	High	High	High
8	LA elected members	High	Medium to high	High	High	Mixed	Medium
9	LA officers	High	Mixed	High	High	Mixed	High
10	Sector Groups	Medium	High	High	High	High	High
11	Business Networks	Mixed	Mixed	High	High	Mixed	Medium
12	HEIs	High	High	Medium	High	High	High
13	FE and other educational institutions	Medium	High	Medium	High	High	High
14	Regional and other networks	High	High	High	High	High	Medium
15	Businesses	Mixed	Mixed	High	High	Mixed	Low
16	Residents	Low	Mixed	High	High	Low	Low
17	Investment partners	Medium	High	High	Medium	High	Medium

This analysis then determines the strategies for engagement



Generally speaking, Push / Pull communications activities will be in a written format to impart information for those stakeholders with (overall) relatively low interest and influence but who will be impacted by the work of the LEP. These activities will be articulated and form part of the LEP's wider strategic communications framework and will include (but not limited to):

- Annual Conference
- Publication of LEP corporate documents such as the Annual Report and Delivery Plan
- Publication of LEP strategies such as the Local Industrial Strategy and Sector Plans
- Sectoral and geography specific activities
- Policy briefings
- Evidence-led impact reports
- Traditional and social media campaigns
- LEP Newsletters
- LEP website(s)

Whilst all stakeholders will be in receipt of push / pull communications, wider engagement activities will be those which encourage and facilitate a two-way dialogue to develop understanding and input into strategic and investment activities. This will lead to enhanced collaboration and partnership working on strategic issues and the co-design of solutions to complex issues. These activities will be for those stakeholders with high levels of interest and influence. Engagement activities as part of this Engagement Framework will include (but not limited to):

- Face to face meetings
- Attendance at existing groups such as Lancashire Leaders and LEDOG
- Attendance at business network groups such as Burnley Bondholders
- Mini conferences
- Sector groups
- Specific campaigns including aerospace & advanced manufacturing, energy & low carbon and tourism
- Roundtable events
- Ministerial visits
- General communication and digital platforms
- Annual Conference

The LEP also intends to commission an independent Stakeholder Perception Audit early in financial year 2021/22. This will gauge attitudes towards and perceptions of the LEP amongst key audiences such as MPs, councillors, officers, and businesses (of all sizes and across multiple sectors). The results of the audit will form

a baseline measure of the LEP's reputation and identify specific reputational challenges that the LEP will need to address as part of its ongoing stakeholder engagement. The Stakeholder Perception Audit – which will consist of an independent organisation conducting telephone interviews with a representative sample of stakeholders – will itself serve as a form of stakeholder engagement, as well as being an invaluable tool in shaping the LEP's stakeholder engagement strategy in this and future years. Having a baseline analysis of current stakeholder perceptions that the LEP can benchmark against will also allow for future evaluation and measurement.

Our Engagement Approach and Principles

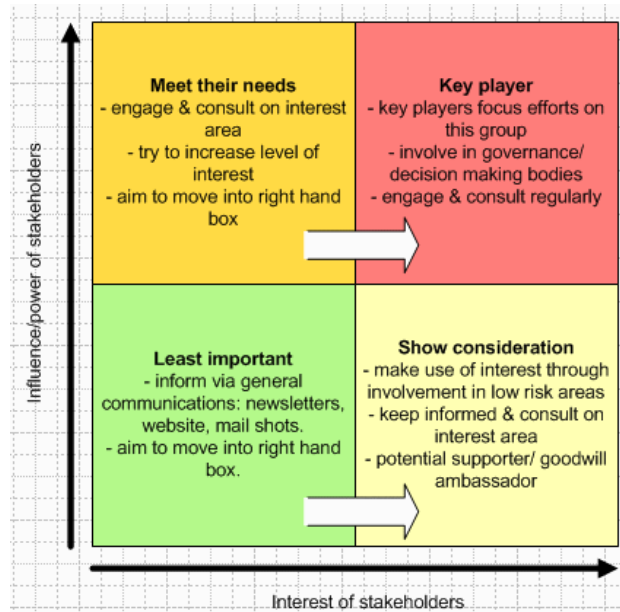
The LEP is committed to inclusion, collaboration and partnership working. We have therefore adopted the following principles for engaging with our stakeholders:

- We value stakeholder input and involvement in our work. This will provide the opportunity to share knowledge, use their feedback to inform part of our evidence base and develop innovative solutions to complex issues within a financially constrained environment
- Input will be encouraged by providing multiple opportunities and channels for engagement, adapting our approach to reflect the diversity of our stakeholders
- We will build partnerships based on trust and areas of mutual interest. This means we will need to forge stronger relationships to enable a two-way dialogue and where appropriate encourage collective responsibility, efficiencies and learning
- We will ensure appropriate information is easily available and accessible as well as ensuring our communications are inclusive
- We will maintain engagement mechanisms that are working well and find better ways to reach those stakeholders where our opportunity for engagement is currently limited or not working
- We will openly communicate the reasons for our decisions, including investment decisions, so our stakeholders can understand what we have done and how their feedback has been considered
- We will proactively help our stakeholders understand the criteria for accessing/ influencing existing or emerging investment and policy initiatives
- We will optimise our engagement by continuing to develop our understanding or knowledge of regional or national initiatives which may impact upon the Lancashire economy
- Our engagement will be purposeful and timely. We acknowledge and understand that all of our stakeholders have wider priorities beyond the work of the LEP. We will therefore ensure we create purposeful engagement opportunities at the appropriate time which are focused on achieving beneficial outcomes

Measuring Success

Stakeholder engagement is more effective when there is equal effort from both partners. This means it will be necessary to prioritise our engagement to keep all stakeholders satisfied as well as prioritising those with whom we collaborate to have the biggest impact on our delivery ambitions.

If executed in a clear and consistent manner, it is hoped those currently in the left-hand side 'low interest quadrants' will move towards the right-hand side.



Successful stakeholder engagement will result in a number of desired outcomes, not least changing the perceptions of the LEP, challenging existing behaviours and realising the ambitions of the Strategic Framework. If the LEP is able to successfully implement an effective Stakeholder Engagement Framework, it will maximise its ability to achieve its vision, which will only be realised through enhanced and effective partnership working. This in turn will enable the LEP to demonstrate its added value to stakeholders, encourage more agile ways of working and make the best use of existing and future resource; thereby facilitating economic growth and securing the LEP's longer term sustainability – providing public value to Lancashire's residents and businesses through an inclusive and partnership approach.

Outcomes will include:

- **Correct interventions** for Lancashire's residents and businesses – the ability to engage with businesses and other stakeholders based on real-time evidence and local knowledge will ensure Lancashire receives interventions which are relevant and will have a positive impact on the Lancashire economy
- **Increased investment** - effective stakeholder engagement, particularly amongst government departments will increase the confidence of government to invest in the LEP and investment activity is having an impact on the Lancashire economy
- **Lancashire's voice is heard** – increasing strategic backing and advocacy amongst local leaders, MPs, Ministers and government departments will position Lancashire's messages regionally, nationally and internationally
- **Influencing policy** – outputs from the sector groups and more effective and targeted stakeholder engagement and collaborations on strategic issues such as Lancashire's and North West's contribution to the Net Zero agenda will provide the means through which to influence policy and therefore investment decisions
- **Improved ratings** – in the Annual and Mid-term Performance Reviews on strategic impact, governance and delivery

Engagement Plan 2021

How we will engage

This table identifies the tools we will use to engage with our range of stakeholders to encourage a two-way dialogue

Key: (1) Internal: Board & Committees; (2) Internal: staff; (3) Govt Deps A; (4) Govt Deps B; (5) Govt Deps C; (6) MPs; (7) Company Members; (8) LA elected members; (9) LA officers; (10) Sector Groups; (11) Business networks; (12) HEIs; (13) FE and other educational; (14) Regional networks; (15) Businesses; (16) residents; (17) investment partners

		Stakeholders																	
Engagement Tool		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	Frequency
A	Annual Conference	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Annual
B	Annual / Mid-Year Review	x	x	x															Bi-Annual
C	1-2-1 / KIT meetings	x	x	x	x		x	x	x	x			x	x					Quarterly
D	Board meetings and sub committees	x						x	x		x	x	x	x	x				Quarterly
E	Attendance at Lancashire All Party Parliamentary Group						x												Bi-Annual
F	Leaders meetings							x	x										Bi-Annual
G	ED officers meetings									x									Bi-Annual
H	Mini conferences	x	x				x	x	x	x		x							Bi-Annual
I	Consultation events in response to policy and investment decisions	x	x				x	x	x	x	x	x	x	x	x	x	x	x	Ad-hoc
J	Government / Ministerial visits	x	x	x	x	x	x	x	x	x		x							Aim: Bi-Annual
K	Traditional & Digital Platforms	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Ad-hoc
L	Attendance at network meetings											x			x	x			Quarterly
M	Roundtable events										x	x				x			3 per annum
N	Area specific newsletters						x	x	x	x	x		x	x		x	x	x	Quarterly
O	Sector Groups										x					x			Monthly
P	Working groups to implement recommendations of sector plans	x	x				x	x	x	x	x								Monthly
Q	Reports on impact of policy initiatives such as Energy WP, Agriculture Bill etc	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			Ad-hoc
R	Progress updates from partners on projects and programmes such as Town Funds, Growth Deal, Getting Building Funds	x		x			x	x	x	x	x	x	x	x	x				Ad-hoc / key milestones

Stakeholder Engagement Framework 2021

Aligning Stakeholder Engagement with Wider Communications Activities

Stakeholder engagement activity is most effective when it employs multiple communication channels. Therefore, the tables below set out how significant moments (events, publications and announcements) in the LEP's year that we want our stakeholders to be aware of could also be marked by complementary, supporting communications activity.

Just as we have set out (above) the range of engagement tools that will be deployed to deliver the Stakeholder Engagement Plan, the following is a list of wider communication activities that will complement and reinforce stakeholder engagement activity. These communications activities have also been mapped against then detailed stakeholder plan (set out below) to ensure that all external communications are aligned and integrated.

Communications Activity		
Code	Type of Activity	Notes
C1	Press Release	Distributed Lancashire-wide, regionally or nationally
C2	Post on LEP Website	Appears either as a 'news item', as a case study for one of our programmes, or on our governance or publications pages
C3	Deploy via Social Media	
C4	Wider Media Opportunity	this is activity that goes beyond a press release, such as a photo opportunity; an interview or series of media interviews; or creating bespoke content (such as a short video which would be used on our website and social media feeds)
C5	Advocacy	this could include an opportunity to write to one or all of our local MPs or to other political stakeholders, such as government ministers; or perhaps organising for one of our MPs to table a question or convene a debate in Parliament;
C6	Thought Leadership	opportunities to discuss an issue or initiative in much more detail, such as: writing a comment piece for a newspaper or submitting a 'letter to the editor' in response to a previous comment piece; delivering a key note speech or a contributing to a high-profile debate or panel discussion; working with a think-tank or academic body on a major policy report; or other opportunities to expand on an area where the LEP has generated an evidence base, identified solutions to public policy challenges, or where other communications fail to provide adequate depth, breadth or scope.

Stakeholder Engagement Framework 2021/22 – Plan of Action

What we will engage on and when

The table below identifies the LEP activities on which we will engage, at what time, and with whom. This is an iterative process and will be subject to change. We do not intend to engage separately on each issue; the majority of activities will be multi-dimensional.

Governance

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Engagement Vehicle	Stakeholders	Aligned Comms
Annual Conference				x							LEP Board	1, 2, 3, 4, 6, 7, 8, 9, 11, 12, 13, 14, 15, 16, 17	C1, C2, C3, C4
Annual Report				x							LEP Board	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17	C2, C3, C5
Annual Operating Budget	x										LEP Board	1, 2, 3, 7,	C2
Recruitment of Chair- JO and PS	x										LEP Board	TBC	C1, C2, C3
Recruitment of Chair – Stakeholder Interview Panels			x								LEP Board	TBC	C3
Appointment of Chair				x							LEP Board	TBC	C1, C2, C3, C4, C5, C6
Peer to Peer Review	x						x				LEP Board	1, 2, 3, 7	C2
Annual Performance Review										x	LEP Board	1, 2, 3,	C2
Mid-year review							x				LEP Board	1, 2, 3	C2
Social Value Charter - Scoping	x										LEP Board	1, 2	
Social Value Charter - Development		x	x								LEP Board	1, 2, 3, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17	C1, C2, C3, C4, C5, C6

Strategy & Policy

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Engagement Vehicle	Stakeholders	Aligned Comms
UK Shared Prosperity Fund	x	x	x								LEP Board	All	C1, C2, C3, C4, C5,
Levelling-Up Fund	x	x	x								LEP Board	All	C1, C2, C3, C4, C5,
Progress on Strategic Framework	x			x			x			x	LEP Board	1, 2, 3, 4, 6, 7, 8, 9, 10, 11, 12, 13, 14	C2
Local Industrial Strategy / IER	x	x	x								LEP Board	All	C1, C2, C3, C4, C5
Economic Forecasting		x			x			x			LEP Board	1, 2, 6, 7, 8, 9, 10, 11, 12, 13	C1, C2, C3, C4, C5, C6
Aerospace Recovery Plan	x		x		x		x		x		Aerospace Task Force	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3,
Energy & Low Carbon Plan	x	x		x		x		x		x	Energy & Low Carbon Group	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3,
Food & Agriculture Plan	x	x		x		x		x		x	Food & Agriculture Group	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3,
Tourism, Culture & Place Plan		x	x		x		x		x		Tourism, Culture & Place Group	1, 2, 3, 4, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3,
Digital Sector Plan			x	x		x		x		x	Digital Sector Group	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3,
Health Sector Plan			x	x		x		x		x	Health Sector Group	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3,
Lancashire Skills & Employment Strategic Framework	x	x	x	x	x	x	x	x	x	x	Lancashire Skills & Employment	1, 2, 3, 4, 7, 8, 9, 10, 11, 12	C1, C2, C3, C4, C5, C6

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Engagement Vehicle	Stakeholders	Aligned Comms
											Advisory Panel		
Innovation Plan				x			x			x	Innovation Board	1, 2, 3, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3, C4, C5
Availability of Business Finance in Lancashire - Development	x										LEP Board	1, 11, 12, 13	C2, C3
Availability of Business Finance in Lancashire- report	x										LEP Board	1 (wider publication TBC)	C1, C2, C3, C4, C5, C6
Internationalisation Strategy (inc Export Plan) - development											LEP Board	Engagement TBC subject to appointment of consultant	C2, C3
Internationalisation Strategy (inc Export Plan) - report						x	x				LEP Board	All	C1, C2, C3, C4, C5, C6

Programmes

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Engagement Vehicle	Stakeholders	Aligned Comms
Growth Deal Monitoring				x			x				Growth Deal Management Board	1, 2, 3, 4, 6, 7, 8, 9, 11, 12, 13, 14	C1, C2, C3, C4
Growth Deal Evaluation						x	x				Growth Deal Management Board	1, 2, 3, 7	C1, C2, C3, C4
Growth Deal Evaluation Outcome									x	x	Growth Deal Management Board	1,2, 3, 6, 7, 8, 9, 12, 13, 14, 17	C1, C2, C3, C4
Getting Building Fund	x			x			x			x	LEP Board	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3, C4
Growing Places Fund	x			x			x			x	LEP Board	1, 2, 3, 6, 7, 8, 9, 10, 15, 17	C1, C2, C3, C4

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Engagement Vehicle	Stakeholders	Aligned Comms
Boost/Growth Hub			x			x			x		Business Support Management Board	All	C1, C2, C3,
Lancashire Skills Hub	x		x				x		x		Lancashire Skills & Employment Advisory Panel	All	C1, C2, C3, C4
Enterprise Zone (Strategy Refresh)			x			x			x		EZ Governance Committee	1, 2, 3, 6, 7, 8, 9, 10, 12, 13, 14	C1, C2, C3,
Innovation Week								x			Innovation Board	All	C1, C2, C3, C4
Innovation Cluster Showcase			x	x							Innovation Board	1, 2, 3, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3, C4

Campaigns

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Engagement Vehicle	Stakeholders	Aligned Comms
Manufacturing & Aerospace Campaign		x	x	x	x		x	X			Manufacturing Group/Aerospace Task Force	1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15	C1, C2, C3, C4, C5, C6
Energy & Low Carbon Campaign	X		x	x	x		x	X			Energy & Low Carbon Group	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3, C4, C5, C6
Food & Agriculture Campaign			x	x	x		x	x			Food & Agriculture Group	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3, C4, C5, C6

LEP Board, Sub-Committees and Sector Group Chairs

	Chair
LEP Board	David Taylor CBE DL
Lancashire Skills & Employment Advisory Panel	Amanda Melton CBE
Growth Deal Management Board	Michael Ahern
Enterprise Zone Governance Committee	David Holmes OBE
Business Support Management Board	Ann Dean MBE DL
Innovation Board	Graham Baldwin
Manufacturing Sector Group	Annette Weekes
Aerospace Task Force	Claire Whelan
Energy & Low Carbon Sector Group	Miranda Barker & Mick Gornall
Food & Agriculture Sector Group	David Hall
Tourism, Culture & Place Sector Group	TBC
Digital Sector Group	Kam Kothia
Health Sector Group	StJohn Creen

External Work

There will also be key pieces of work, which the LEP is involved in, but which are led by partner organisations, such as the Greater Lancashire Plan. Engagement with the LEP's stakeholders on external pieces of work will be factored into stakeholder engagement activity at the appropriate points.



Lancashire
Enterprise Partnership