

SSLEP Delivery Plan 2022/23

Introduction

In February 2022 Government published the Levelling Up White Paper which, in addition to setting how it will spread opportunity more equally across the UK, marked a formal end to the LEP Review. The guiding vision in the White Paper is of *more integrated, better aligned and empowered local institutions with the tools they need to unlock economic growth and level up at a local level.*

In March 2022 Government provided guidance to LEPs and Local Authority partners on *integrating Local Enterprise Partnerships into local democratic institutions*, confirming that core/transition funding will continue at a rate of £375,000 for financial year 2022/23, subject to business case approvals. The guidance defines three integration pathways. Whilst SSLEP aligns with *Integration Pathway 2: Maintaining LEPs until a devolution deal is agreed*, the Board and local partners are eager to adopt a progressive approach, ensuring early alignment with the governance and strategic ambitions of Democratically-elected Leaders (DELs), whilst embedding a strong, independent and diverse local business voice into the local decision-making fora.

Building on existing strong relationships, SSLEP has come together with Local Government leaders, to jointly design a future, evolved LEP that is:

- **Strategic:** fits with Government policy and local strategic structures
- **Collaborative:** a jointly-designed and collectively-adopted local solution
- **Future proof:**
 - A 'pre-integration', progressive vehicle in anticipation of future devolution (regardless of timeframe)
 - Enables partners to anticipate and respond collectively to future economic challenges
- **Adds-value:** to economic growth, where determined by the 'strategic collective' within the Stoke/Staffs region
- **Inclusive:** ensures that business of all sizes, sectors and places have the opportunity to shape, influence and support the local economy

On 16th June 2022 SSLEP Board formally endorsed the principles and approach to change, presented in appendix 1. It was acknowledged that there are some important national policy statements under-development at this time (eg Enterprise Strategy), which could further influence the future remit and functions of the LEP. However, Board members felt it appropriate to establish a foundation that would deliver Government's ambition for '*even closer integration between LEPs and local democratic institutions*', as set out in the Levelling Up White Paper, acknowledging that further adaptation could take place as the policy landscape becomes clearer.

This Delivery Plan sets out SSLEP approach to agreeing, implementing and reviewing change, centred around collaboration and increased oversight by DELs. The ultimate ambition is for any reformed vehicle (eg Business Partnership) to assert its position as **the Voice of Business, ensuring that business needs, ideas and aspirations shape and influence economic growth locally**, which is welcomed by local leaders. This will embed and amplify a strong, independent and diverse local business voice into the local decision-making fora. The Partnership will adopt a varied approach to achieving this, including, but not limited to:

- Convening local business leaders to facilitate purposeful discussion, forge consensus* and embrace innovation
- Mobilising business and public leaders to predict and respond to challenges in the local economy together
- Influencing and advocating strategy and policy from concept stage
- Providing regular, robust evidence base, inclusive of place, size and sector
- Future-proofing local policy, through shared ideas and good practice
- Delivering high-quality, intelligent and impactful services

SSLEP understands that the new remit from Government may require fundamental changes to governance, structure and operations, as it becomes the conduit for private sector voices, and will continue to work collaboratively with Local Authorities. Initial thinking regarding change/transfer of accountabilities is set out in the diagrams below and is subject to detailed discussions and agreement, with both local and national parties.

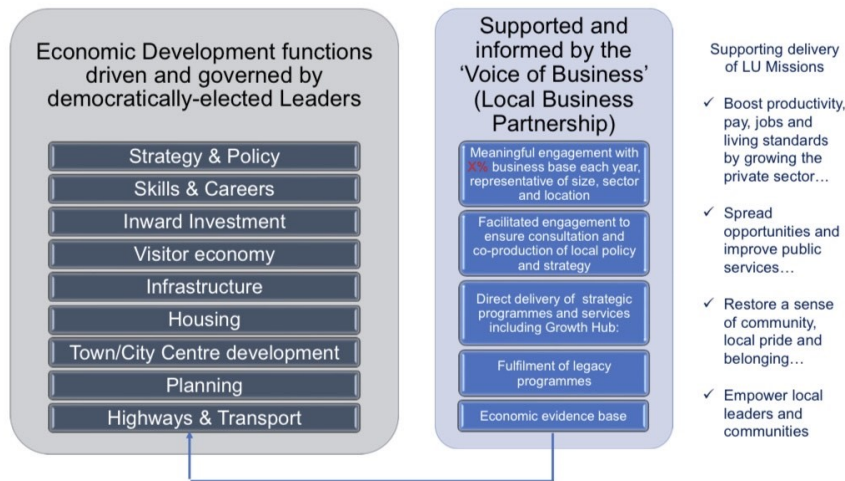


Fig:1 Strategic change

Accountabilities

Current SSLEP accountability	Transfer accountability to Local Authorities	Retain accountability within future Business Partnership
Economic strategy	✓	support, influence, ideas
Capital investment programmes (directing investment & bids)	✓	support, influence, ideas
Legacy programme management (M&E, reporting)		✓
Enterprise Zones	✓	support, influence, ideas
Economic insights		✓
Business Growth Hub		✓
Skills	✓	Retain SAP until Mar 23/LSIP
Convening powers incl Network of Networks		✓
Careers and Enterprise		✓
MEIF & Growing Places		✓

Fig:2 changing accountabilities

Target Outcomes 22-23

Target outcomes to be delivered by March 2023, subject to resources, emerging policy and economic shocks, include:

- a strong, independent and diverse local business voice embedded into the local decision-making fora
- Mutual-agreement of future remit, plans and resources (detail)
- Agreed organisational/service structure, governance and reporting arrangements
- Completion of local LEP reform – succession vehicle in place
- A comprehensive strategy for 23-24 co-produced and jointly agreed incorporating any ‘test and learn’ lessons from 22/23
- Financial and human resources in place to deliver
- Deliverables:
 - Engagement of businesses, reflecting range of geography, size, sectors (targets to be agreed within Business Engagement Strategy)
 - Delivery of high quality, impactful Round-table events (targets to be agreed within Business Engagement Strategy)
 - Road-test of new approach: influence of Internationalisation Strategy
 - Evidence of brand-awareness of new Business Partnership
 - New Growth hub service/model in place
 - Improved understanding of local business support landscape
 - Delivery of Growth Hub Plan as defined within S3

Progress on target outcomes will initially be reported to SSLEP Board and may be shared with wider strategic Governance structures within the City and County.

Delivery Plan actions: Strategic

Quarter 1	Quarter 2	Quarter 3	Quarter 4
LEP reform: policy and guidance review and participation in national working groups	LEP reform: joint working group to determine future LEP structure, funding and reporting arrangements.	Governance: overseeing programme of change set out within the Transition Plan together, managing risk and ensuring regular reporting.	Strategy: joint development of organisational/service strategy, business plan and budget (including any direct services)
LEP reform: co-design of future LEP role together with DELs via senior officers	LEP reform: joint working group to determine new brand, Business Engagement Strategy and Insight Plan (incl consultation with businesses)		
LEP reform: formal joint agreement in principle of change, and of the Delivery Plan 22-23	Growth Hub reform: joint working group to review local Business Support landscape and define future Growth Hub provision		
	Transfer of Accountabilities: Joint working group to propose how and when accountabilities can be transferred, set out within agreed Transition Plan		
Governance: APR result communicated	Governance: joint working group to agree new Governance and Assurance arrangements	Governance: implementation of new Governance and Assurance arrangements	Governance: formal adoption of any new Assurance Framework and subsequent changes to Company status.
	Governance: Mid-Year Review	Governance: AGM	Governance: formal scrutiny session and APR

Delivery Plan actions: Operational

Quarter 1	Quarter 2	Quarter 3	Quarter 4
<p>Staffing: Recruitment, selection and appointment of 3 posts:</p> <ul style="list-style-type: none"> Head of Growth Hub Change Manager Campaigns Officer 	<p>Staffing: communication/ engagement of staff during period of change. Extension of Business Engagement Officer to 30/9/22</p>	<p>LEP reform: implementation of LEP structural change, budgetary revisions and reporting arrangements. Execution of agreed Transition Plan.</p>	<p>Staffing: recruitment and onboarding of any vacant posts</p>
<p>Staffing: Induction and onboarding of 3 posts</p>	<p>Staffing: support, development and performance management of team ensuring regular communication during change</p>	<p>Staffing: support, development and performance management of team ensuring regular communication during change. Extension of any posts where applicable</p>	<p>Staffing: support, development and performance management of team. Joint definition of future culture and values.</p>
<p>Staffing: consistent adoption of Accountable Body staff systems and procedures across team</p>	<p>Staffing: monitoring consistency of application of Accountable Body staff systems and procedures across team</p>		
<p>Legacy programmes: M&E, reporting and dissemination of 'lessons learned'</p>	<p>Legacy programmes: M&E, reporting and dissemination of 'lessons learned'</p>	<p>Transfer of Accountabilities: implementation of any transfer of accountabilities via the Transition Plan. Continued M&E and reporting of Legacy Programmes where applicable</p>	
<p>Legacy programmes: comprehensive review of contracts and performance</p>	<p>Legacy programmes: updated reporting of contracts and performance</p>		
<p>Legacy programme management:</p> <ul style="list-style-type: none"> Live schemes (ext to Qtr1) High-risk projects 	<p>Legacy programme management:</p> <ul style="list-style-type: none"> High-risk projects 		
<p>Growth Hub: comprehensive review of contracts, performance and resources</p>	<p>Growth Hub: business support landscape review with local partners and businesses. Draft future Growth Hub Plan with Working Group</p>	<p>Growth Hub reform: implementation of future Growth Hub provision</p>	<p>Growth Hub reform: embedding new arrangements, partnerships, reporting etc</p>
<p>Partnership: Additional Capacity Grant defined and distributed to provide additional resources to secure available investment (UKSPF/LUF)</p>		<p>Partnership: report on impact of Additional Capacity Grant</p>	

Co-produced by:

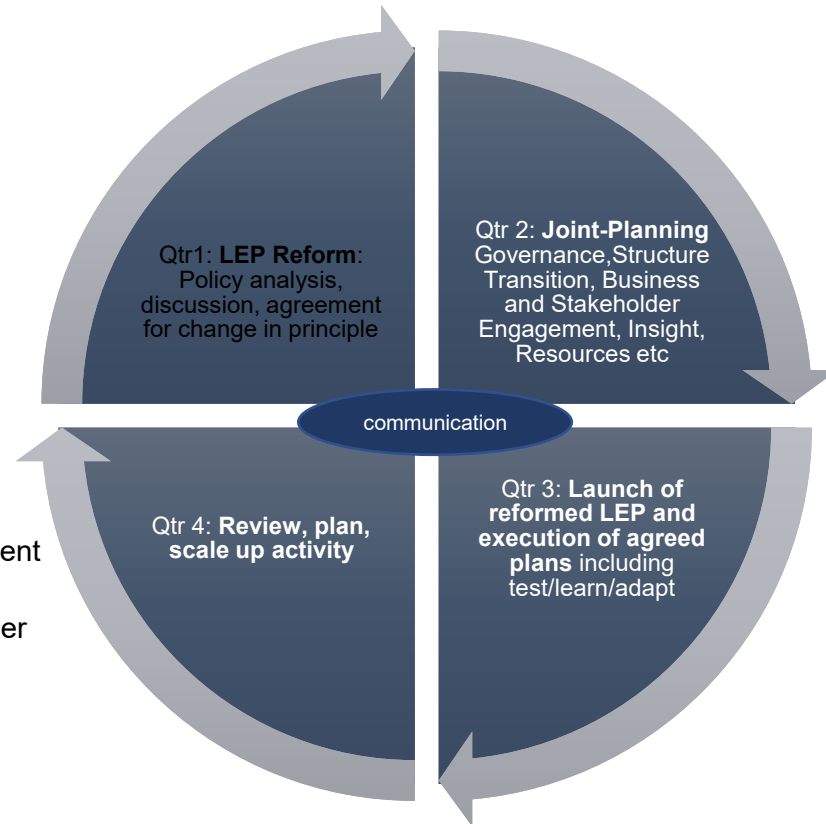


<p>Partnership: input/support for emerging Investment Plans and LUF bids</p>	<p>Partnership: support to deliver Investment Plans and LUF programmes</p>		
<p>Insight: Launch and distribution of Economic SITREP</p>	<p>Insight: support for working group to draft Insight Plan</p>	<p>Insight: implementation of Insight Plan</p>	<p>Insight: support for working group to draft Insight Plan and review of any early lessons-learned to inform future arrangements</p>
		<p>Informing strategy: convening businesses to inform Internationalisation Strategy</p>	<p>Informing strategy: review of lessons learned to inform future approach to informing strategy</p>

Delivery Plan actions: Communication

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Peer engagement: liaison and collaboration with LEP Network, National Working Groups and West Mids/ME peers and Government colleagues			
Marketing: comprehensive review of contracts, performance and resources	Marketing: production of Interim Marketing Plan to inform wider Business Engagement Strategy and Service Strategy	LEP reform: implementation of new brand and Business Engagement Strategy	Marketing: Support to inform future Business Plan/Marketing strategy 23-24
Marketing: communication/PR to promote launch and impact of existing economic schemes (direct and indirect)		Marketing: Launch of new branding / delivery of business engagement activity as defined by the Business Engagement Strategy	
Stakeholder engagement: Chair/CEO 121s with LA Leaders and CEOs	Stakeholder engagement: Chair/CEO 121s with LA Leaders and CEOs	Stakeholder engagement: as defined by new Governance arrangements and Business Engagement Strategy and Stakeholder Engagement Plan	
Stakeholder engagement: engagement with strategic partners across the Midlands/UK to explore potential to collaborate, share intel/good practice and resources			
Stakeholder engagement: mapping of existing stakeholders and related stakeholder engagement assets (eg CRM, newsletter)	Stakeholder engagement: communication of changes to stakeholders. Production of Stakeholder Engagement Plan. Acquisition of any new engagement assets/amends to existing assets		
Business engagement: agreement on new strategic position as Voice of Business	Business engagement: discussion/consultation with business on preferred communication and engagement styles and mechanisms, to inform Business Engagement Strategy	Business engagement: as defined by the Business Engagement Strategy	
		Marketing: Delivery of Business Engagement Strategy and Stakeholder Engagement Plan (incl: test and learn / new techniques to inform future engagement)	
Simplified, consistent engagement with Government: agreement	Simplified, consistent engagement with Government: implemented through joint meetings etc		

Delivery Plan actions: work-cycle



- Scale-up business engagement
- Round-table events
- Delivery of Insight/Stakeholder engagement/Business engagement strategy
- Implement Governance arrangements
- Plan and Budget for 23-24

- Joint-working to define detailed arrangements and targets for Governance, Operations, Finance and Funding, business and Stakeholder Engagement etc
- Business engagement to inform Business Engagement Strategy
- Facilitated discussion with LAs/Business/DIT: Internationalisation Strategy

- Launch of new 'Business Partnership
- Business engagement
- Round-table events
- Implement agreed Transitional arrangements
- (Launch) reformed Growth Hub provision

Delivery Plan actions: Risks

	<i>Risk</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Mitigation</i>	<i>Overall risk</i>
<i>Strategic</i>	Emerging policy/strategy contradicts direction of travel adopted	Medium	Low	Regular engagement with Government to maintain insight into emerging policy. Flexible, collaborative approach ensure agility and provides ability to adapt	Low
	Loss of strategic collaboration	Low	High	Co-design from concept to execution at all levels (Political/Operational) ensures collaboration throughout.	Low
	Limited influence of 'Voice of Business' to affect change	Low	High	Formal/informal commitment/declaration/pledge to listen to business voices will provide credibility. Case study/Mar-comms support to promote examples of private-sector influencing policy	Low
	Current legal structure costs (VAT implications)	High	High	Review of Governance/organisational structure and Assurance Framework to identify opportunities to achieve efficiency	
	(Near) future economic shocks could derail plans	Medium	High	Shared insight/intel and collaborative decision-making will ensure that resources are deployed and focused appropriately	Medium
	Future funding	High	High	Careful deployment of existing resources, including reserves, as defined by Reserves Policy. Active Promotion of added-value achieved through new model and regular engagement with Government to assess risk/advocate for ongoing investment Collective accountability for new vehicle will determine resource and scope of works	Medium
	Loss of key personnel at Board resulting in Governance/quoracy issues	Medium	Medium	New Governance arrangements to be agreed including recruitment to any new evolved LEP/Business Partnership Board	Medium

	<i>Risk</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Mitigation</i>	<i>Overall risk</i>
<i>Operational</i>	Loss of key personnel at operational level resulting in loss of momentum	Medium	Medium	Review of Fixed-term posts in relation to new remit and structure and suring-up accordingly	Medium
	Managing demand on available resources	Medium	High	Focused staff work programmes linked directly to Delivery Plan for all staff and strong communication/management of expectation amongst partners	Low
	Inertia amongst partners/business and team	Medium	High	Active management of Delivery Plan progress and highly-accountable workforce reporting progress in to board Momentum of meetings, actions and communications to demonstrate and celebrate progress	Low

APPENDIX 1: New LEP proposal V.4