

**Enterprise M3 Board Meeting**

**22 May 2019**

**A Local Industrial Strategy for the EM3 Area – Engagement – Item 8**

Enterprise M3 Board is asked to:

**NOTE:** The proposed approach to steering further work on the local industrial strategy (LIS) and on broadening and deepening engagement on its development with partners and stakeholders described in paragraphs 1.4 of this paper which will support the development and implementation of the LIS; and,

**NOTE:** The proposal to publish a short LIS ‘early beta’ document at the AGM on 21 June (as described in paragraphs 1.5 - 1.7) which will set out the approach being followed (as previously agreed by the Board), some of the main lines of enquiry being pursued and the approach to engagement described in this paper. The document would be signed off by Stacey King on behalf of the Board.

**Background**

1.1 The Board agreed that detailed development work for the LIS would focus on nine long term strategic priorities for the area and that:

- how the LIS is developed is very significant – collaboration and co-design as well as more traditional consultation will be critical and has to be built into the approach.
- rather than a general evidence gathering exercise, the modular approach being proposed emphasises targeted development of the evidence base and the also the importance of qualitative evidence and intelligence derived from working with other organisations - not just data
- maximising use of the full resources of the LEP – team members, Board members, Action Groups, partners - will be required
- the role of the LEP will be different on different elements – some are more about convening and facilitating, others are more about active development of specific propositions.

1.2 The overall timetable is described in the following table. There are intended to be overlaps between each stage but the move into the full engagement phase opening up the process to a further level of participation is particularly significant.

<b>STAGE</b>	<b>FOCUS</b>	<b>ACTION</b>
<b>Set Up</b> Nov – Jan 2019	Agree the approach with LEP Board and test with Government.	Identify theory of change and 9 strategic priorities
<b>Develop</b> Winter/Spring 2019	Detailed work on interventions for each strategic priority worked up with partners (councils, HEIs, businesses et al). Check-in with Govt.	Project briefs; lines of enquiry; evidence and analysis; external support; co-design.

<b>Engage</b> Spring/Summer 2019	Testing the interventions through participation and engagement with wider set of stakeholders.	Develop a set of compelling, supported, evidence based, practical interventions.
<b>Assemble</b> Summer/Autumn 2019	Complete work on the interventions. Write the front end of the strategy reflecting the detailed interventions for the 9 priorities.	Developing a compelling narrative for the future of the EM3 area.
<b>Agree</b> Winter 2019/20	Negotiate with Government.	Agreeing the narrative and the interventions.
<b>Publish</b> Early 2020	Issue and promote the Strategy.	Fully designed communications.

1.3 In the original paper we said that Board members were likely to have significant involvement in the preparation of the LIS, in particular through:

- discussions at Board itself and in bespoke Board workshops (as in February this year) with some external experts to stimulate discussion and provide challenge
- Board members roles in chairing or being a member of an Action Group which will oversee or be heavily involved in the development and then the carrying through of project briefs for several of the priorities (the Skills, Transport and Innovation and Enterprise Groups have all been playing this role and the Land and Property Group will be directly involved in the near future)
- a small, high level group drawn from the Board to act as a guiding coalition on the work being done across all of the priorities and make sure that it remains on track.

1.4 To set up the move into a fuller engagement phase we now need to codify and develop these ideas as set out in the remainder of this paper to engage stakeholders and partners (in design and development) and to open up the thinking to a wider audience.

1. **Steering Group of LEP Board members** (chaired by Stacey King with Dave Axam and Mike Short and two Council Leaders as core members). The role would be to give a steer on overall approach and major choices and represent the wider Board in the LIS process between meetings. Outside experts could be invited to join specific meetings to address major issues. This is a much tighter approach to formal steering arrangements than was used for the SEP.
2. **Action Groups** – transport, skills, enterprise and innovation and land and property – will help steer and develop some of the themes (smart mobility, people, innovation, towns and housing). Other pre-existing groups such as the HEI Group will also be used. The intention is also to hold joint sessions between action groups to help stimulate the integrated approaches that will be required.
3. The **Joint Leaders Board** will continue to be the forum for senior level political steers and buy-in on the themes and the overall approach. The JLB have already agreed that they want to use the 9 strategic priorities to structure their meetings and have already discussed the overall approach, smart mobility, digital connectivity and some of the issues on towns. The JLB arrangements could be bolstered by convening the CEX Group.
4. A flexible **sounding board** of wider stakeholders and partners. Rather than having a formal steering group (as with the SEP) the intention would be to have a wider but looser group drawn from councils and other partner organisations with whom we communicate in various ways – asking for reactions to documents, commenting on research, holding workshops and

discussions on specific topics – as work on the LIS proceeds. This avoids what are almost inevitably rather stilted exchanges in formal meetings but keeps a wider group on board with, and contributing to, progress. The flexibility inherent in this approach means that we can combine both breadth and some depth and use different mechanisms as appropriate.

The intention is that the sounding board would be run using social media and in particular LinkedIn. There would be an initial invitation list developed in advance of the AGM covering both public and private partners and stakeholders but the group would not be closed and others can be added.

There may be action learning sets that emerge for specific topics and workshops on specific issues for example looking at the outcome of commissioned research on productivity, sectors and towns.

This is a new way of operating which emphasises the importance of more focused engagement on specific topics and will require some dedicated capacity [within the LEP to manage effectively.

5. **Bespoke working groups for specific themes** which require detailed, practical and technical engagement with practitioners such as the stakeholder workshops on exporting and on digital connectivity and 5G networks.
6. Occasional **roundtables** with senior business people to help develop and test some of the ideas from a business perspective. These would be hosted by Board members with prepared agendas with the aim to have 3 or 4 a year. Clearly whilst the early ones might focus on the formative stages of the LIS, subsequent roundtables would address how the LEP is giving effect to the agreed strategy.

### **An 'Early Beta Version' Local Industrial Strategy**

- 1.5 Publishing an interim statement on the LIS would mark the start of wider engagement. Launching this at the AGM would give it profile and mark a clear staging point in the overall process. It would show that we are testing ideas and looking for further assistance and describe how our partners can play their part. It will also be the kind of relatively brief but substantive statement (about 12-16 pages in total) that gives an overview that we can use with a range of audiences from central government to individual businesses. There would be a small initial print run for handing out at the AGM with a digital version on line.
- 1.6 The early beta would not be consultation document (it would not contain questions) but it would provide a direction of travel to guide the subsequent stages setting out emerging thinking in terms of the overall approach; some highlights from the evidence being gathered; an emerging narrative and the main lines of enquiry on each of the nine themes; and our approach to the rest of the timetable including the arrangements for engagement and consultation described in this paper.
- 1.7 In short it provides the framework for the remaining stages.

## **2 Conclusion/Recommendation**

- 2.1 The Board is asked to note the approach set out in this paper to support the development and the implementation of the LIS.

Kevin Lloyd  
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15 May 2019