

Heart of SW LEP CIC Board meeting

Paper 4.2 March 2017

Report title: LEP Future: vision, mission and considerations thereof

Report theme: Board

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Purpose of the report

This reflect on the key themes emerging from the LEP Board away day and identifies some remaining questions and issues for Board consideration.

Recommendations

The LEP Board agrees that:

1. The LEP should adopt the vision, mission and strategic priorities set out, noting the flexibility required in the areas identified.
2. Under the vision, mission and strategic priorities, a Board working group should be established to establish the detailed operational arrangements for the LEP in adopting these.
3. The Prospectus set out in the Annex is adopted.

A. Vision, mission and strategic pillars

Vision

The away day discussion focussed strongly on the need to not just focus on economic development. The LEP should be considering the eventual outcomes of our work along with the need to deliver inclusive growth and to respect the unique nature of our area. The following mission was therefore proposed for the LEP

Delivering increased productivity and prosperity for all

The discussion also considered both the LEP and the LEP area and concluded that visions for both, if not identical, should be very closely aligned.

Mission

Vision is the long term aspiration, the Mission is how we will get there. This is a set of principles or way of working rather than a detailed operational plan and under Considerations below more detailed issues/ questions are outlined. Key themes/ words identified at the away day were: partnership, leadership, independence and broader geography. Also noted at the away day is that the environment for Government attention and funding is becoming more competitive and there is therefore a need for the LEP to build a more distinctive and successful economy that in turn grabs Government (and other stakeholders') attention and investment. Therefore the following mission is proposed:

The LEP is a strong business-led independent organisation. It has clear views on the priorities, opportunities and challenges facing our area and works in partnership within the LEP area and across LEP boundaries to provide leadership, influence stakeholders and directly deliver interventions which build a distinctive, productive and prosperous economy.

Strategic Priorities

These are the specific areas the LEP will focus on in delivering the vision. There was agreement at the away day that the LEP should be clear on what it can directly deliver and where efforts are better focussed on influencing other partners. The following priorities are therefore proposed:

Education, employment, and skills	<ul style="list-style-type: none">• Combination of influence and delivery.• Working with partners to influence education provision to support development of ambition and skills that support enterprise and help people find jobs.• Direct intervention in ensuring the right post-education skills provision is in place and that HotSW businesses can develop the management capabilities to maximise the opportunities for productivity growth
Management practices around growing exports, enterprise & innovation	<ul style="list-style-type: none">• Largely delivery focussed.• Interventions across the three specific areas, complementing the management practices & skills delivery
Making our economy more distinctive	<ul style="list-style-type: none">• Mainly influencing with some direct delivery• Includes supporting partners and working collaboratively to attract investment to the HotSW area• Working with partners to maximise the contribution our natural capital makes to our area• Supporting partners and influencing Government to develop the right strategic infrastructure for HotSW businesses to grow• Investing to maximise our natural competitive advantages, e.g. Science & Innovation Audit sectors or growing the productivity of the agricultural or tourism sectors

It should be noted that the emphasis between direct delivery and influencing will need to flex over time across these priorities as Government policy on how funding is distributed or policy delivers changes.

Recommendation

That the vision, mission and strategic priorities are adopted.

B. Considerations

The above vision and mission and the away day discussion highlight several key considerations, below.

Board members agreed that the LEP brought certain unique selling points (USPs) into the economic development space which would not readily exist without the LEP. These were

- importantly, the LEP brings a strong business expertise directly into local economic development, providing a space where business, local government and education can work collectively for the benefit of the area
- There are scale benefits in doing this at the LEP's geography and holding intelligence at this level, filling a gap between local and national levels. Although this is largely at the two-counties level now, geography may need to evolve over time as different issues emerge.
- the LEP provides an important function in connecting places, business and the social economy; in part the necessity of a LEP is a function of the two tier local government structure though there are considerations around how local areas may be better represented within the LEP

These issues, and the new vision, mission and strategic pillars give rise to several considerations:

- i) Given the USPs above, there is a risk in the LEP's current strong reliance on central Government core funding. How can the LEP develop an income stream which reduces the reliance on central Government funding?
- ii) There is also a question around whether the current LEP Board or management arrangements ensure local areas are appropriately represented.
- iii) The LEP is currently structured around the three themes of People, Place and Business. With a revised vision, mission etc, are these still the best way of structuring the LEP or should another approach be adopted?
- iv) If the LEP is emphasising the necessity for leadership and influencing in its approach, does the way we approach delivering our business – the "how" – need to change? At the away day, a move towards a commissioning approach was broadly agreed on, targeting specific identified needs rather than the more open approach adopted through the Growth Deals. This is one change to adopt – there may be others.

Recommendation

The Board may want to reflect on the above and there may be other considerations to add to the list. It is recommended that a Board working group be established to work through these and establish the LEPs' position on each of these for final consideration at the May Board.

**Vision for
Heart of the
South West
LEP**

**Delivering increased
productivity and
prosperity for all**

**LEP's
Mission**

The LEP is a strong business-led independent organisation. It has clear views on the priorities, opportunities and challenges facing our area and works in partnership within the LEP area and across LEP boundaries to provide leadership, influence stakeholders and directly deliver interventions which build a distinctive, productive and prosperous economy.

**LEP's
Strategic
Priorities**

Education,
employment,
skills

Growing
exports,
enterprise &
innovation

Making our
economy
more
distinctive