

# 2022-2023 Delivery Plan DRAFT VERSION

March 2022

Our Delivery Plan sets out the Local Enterprise Partnership's internal priorities for the year ahead to contribute to the overall vision of a **'greener, fairer and stronger economy'**



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## Introduction

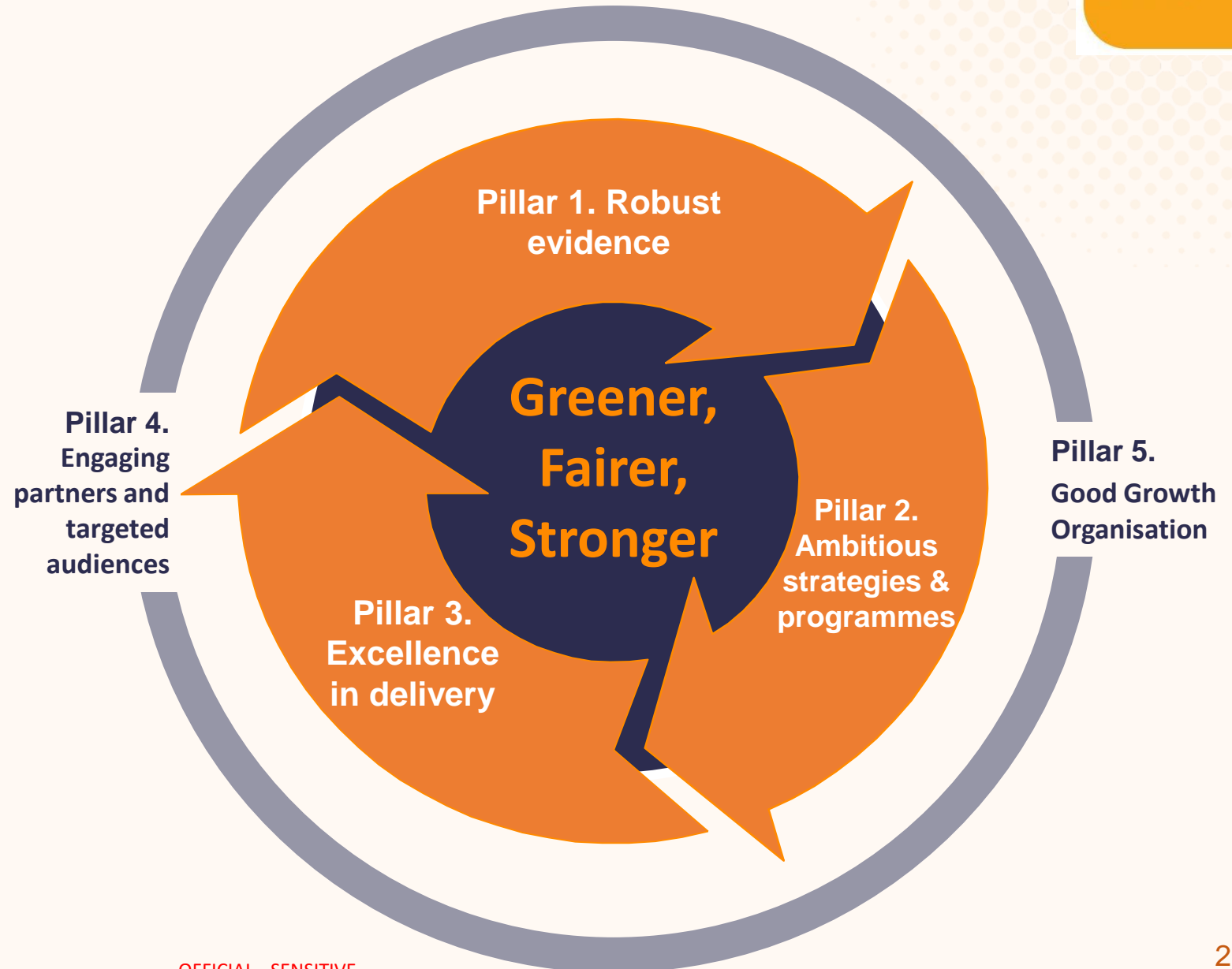
This Delivery Plan sets out how York and North Yorkshire Local Enterprise Partnership will continue to reshape the economy towards a Greener, Fairer and Stronger future in 2022/23 whilst also preparing the transition to a Mayoral Combined Authority.

We will develop a **robust evidence base** to inform the development of **ambitious strategies and programmes**. We will continue to strive for **excellence in delivery** by addressing the region's shared policy priorities in a new Plan for Growth.

We will **engage partners** and continue effective partnerships to deliver shared priorities. We will continue our drive to become a **good growth organisation** and demonstrate effective use of public funds to support our economy.

The effective development of deliverable schemes involves a cycle of action that starts with robust evidence and ends with evaluation to inform future action. Underpinning all of this is influential stakeholder engagement and communication and a strong assurance framework.

The Pillars in our Delivery Plan reflect best practice in public policy and delivery.



# Strategic Drivers & Core Deliverables

## Strategic Drivers

These are the factors that have contributed to our prioritisation of deliverables in 2022/23:

Levelling Up  
White Paper

Devolution  
Announcement

Local and National  
targets for Net Zero

Shared Prosperity  
Funding

## Core Deliverables

These are the main delivery priorities for 2022/23:

Plan for Growth and  
investment plan

Routemap to Carbon  
Negative

Devolution Deal

Deliver contracted  
projects

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## Outputs:

Agreed plans by  
December 2022

Agreed routemap by  
September 2022

Devolution deal  
secured by March  
2023

Full deliver **£X** of  
contracted projects and  
programmes; **XX**  
businesses assisted

## Delivery Mechanisms

The core deliverables will be achieved through various activities and outputs within the following pillars:

Pillar 1. Gather and  
share **robust  
evidence**

Pillar 2. Develop  
**ambitious strategies  
& programmes**

Pillar 3. Achieve  
**excellence in  
delivery**

Pillar 4. **Engage  
partners and targeted  
stakeholders**

Pillar 5. Become a  
**good growth  
organisation**

# 2022-23 Delivery Plan on a page

## 1. Gather and share **robust evidence**

1.1: Establish an economic evidence hub

1.2: Deliver a skills and low carbon research programme

1.3: Publish economic evidence and intelligence regularly

1.4: Evaluate our programmes

## 2. Develop **ambitious strategies & programmes**

2.1: Develop and publish Plan for Growth

2.2: Develop and publish a Routemap to Carbon Negative

2.3: Develop new programmes to deliver our policy priorities

2.4: Support the development of the Devolution Deal

## 3. Achieve **excellence in delivery**

3.1: Deliver the Growth Hub and a trade and investment programme

3.2: Deliver the Careers and Enterprise contract & Bootcamp programme

3.3: Deliver the energy CRF programme

3.5: Monitor and closedown legacy programmes

## 4. Engage partners and targeted stakeholders

4.1: Deliver a communications plan to support the Delivery Plan

4.2: Deliver a programme of stakeholder engagement

4.3: Design and deliver annual report and annual conference

## 5. Be a **good growth organisation**

5.1: Deliver compliant assurance, financial and reporting processes

5.2: Support the effective functioning of the LEP Boards

5.3: Deliver a programme to support a high performing workplace

5.4: Develop governance and transition arrangements for the MCA

# Pillar 1

## Robust Evidence



### Our delivery priorities are:

1.1: Establish an economic evidence hub

1.2: Deliver a research programme in support of strategies

1.3: Deliver a programme of evaluations

# Pillar 1: Robust Evidence



## What does success look like?

York and North Yorkshire LEP has a clear and robust evidence base to inform the development of ambitious strategies and programmes. The evidence base is shared effectively with colleagues and partners and the hub on the LEP website is recognised as the place to access data on our economy.

### SMT lead

Andrew Leeming

### Operational leads

Kate McHugh, Liz Philpot,  
Jude Knight, Katie Thomas,  
David Ryden

### Key stakeholders

To be completed

### Pillar involves

Strategy function



Delivery function



Communications function



Assurance function





# Pillar 1: Robust Evidence

Workstream lead:  
Andrew Leeming

## Deliverable 1.1: Establish an economic evidence hub

### SMART objective

To collate existing research, identify gaps in our knowledge base and develop an accessible evidence hub on the LEP website by December 2022.

### Why?

To consolidate evidence and enable effective sharing to inform strategy and programme development.

### In 2022-23 we will:

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
Complete options appraisal for the Hub including scope and functionality of website engaging with LEP teams	June 2022	✓	✓	✓	
Collate all evidence and identify any gaps	July 2022	✓	✓		
Evidence Hub established	Dec 2022	✓		✓	
Utilise Hub to support staff and stakeholders with on-going intelligence reports	December 2022 onwards	✓	✓	✓	

**Measure of Success:** A consolidated evidence hub has been established.

**Governance:** Report to the main LEP Board.

# Pillar 1: Robust Evidence

Workstream lead:  
Andrew Leeming

## Deliverable 1.2: Deliver a research programme in support of strategies

### SMART objective

Delivery of targeted research to fill gaps in our evidence base and support the development of ambitious strategies and programmes.

### Why?

Research underpins our strategies and delivery priorities, and helps ensure decisions are supported by evidence.

### In 2022-23 we will:

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
Develop research programme reflecting gaps needed to support Plan for Growth and Routemap to Carbon Negative	June 2022	✓			
Implement programme by completing and commissioning research	July 2022	✓		✓	✓
Dissemination of completed research including publishing on Evidence Hub	December 2022 onwards	✓		✓	

**Measure of Success:** Clear programme of research has been outlined, including commissioning requirements and budgets.

**Governance:** Report to Main LEP Board (and sub-boards as required).

# Pillar 1: Robust Evidence

Workstream lead:  
Liz Philpot

## Deliverable 1.3: Deliver a programme of evaluations

### SMART objective

Completion of evaluations of our major programmes to identify what has worked well, where improvements can be made and inform future action.

### Why?

Evaluations need to be fully ingrained into delivery plans to support our continuous improvement.

### In 2022-23 we will:

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
Define evaluation requirements for the year	June 2022	✓	✓	✓	
Evaluate all contractual programmes	September 2022	✓	✓	✓	✓

**Measure of Success:** Evaluation programme established and delivered.

**Governance:** Report to relevant sub-boards.

# Pillar 2

## Ambitious Strategies & Programmes



### Our delivery priorities are:

2.1: Develop and publish Plan for Growth with an over-arching investment plan

2.2: Develop and publish Routemap to Carbon Negative

2.3: Develop new programmes to deliver our policy priorities

2.4: Support the development of the Devolution Deal

# Pillar 2: Ambitious strategies & programmes

## What does success look like?

York and North Yorkshire LEP has ambitious strategies which inform the negotiation of a Devolution Deal with Government and guide our focus to have a greener, fairer, stronger economy and be England's first carbon negative region. The LEP develops targeted programmes which are closely aligned to our policy objectives, the Levelling Up agenda, and secures funding to implement them.

### SMT lead

Andrew Leeming

### Operational leads

Andrew Leeming, Katie Thomas, Jude Knight, David Ryden & James Farrar

### Key stakeholders

To be completed

### Pillar involves

Strategy function



Delivery function



Communications function



Assurance function



# Pillar 2: Ambitious strategies & programmes

Workstream lead:  
Andrew Leeming

## Deliverable 2.1: Develop and publish Plan for Growth with investment plan

### SMART objective

We will develop and agree a Plan for Growth by December, which reflects the Levelling Up agenda and aligns to other economic strategies across our area.

### Why?

The Plan for Growth will act as a bridge to Devolution and inform bids to the Shared Prosperity Fund.

### In 2022-23 we will:

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
Produce and agree a final version of the plan by the LEP Board and Local Authorities.	December 2022	✓	✓	✓	
Review and refresh existing strategies to reflect Plan for Growth including those relating to skills and low carbon	March 2023	✓		✓	
Develop and agree investment plans to deliver the Plan for Growth	March 2023	✓	✓	✓	✓

**Measure of Success:** Plan for Growth has been finalised and has sign off and buy-in from stakeholders and which drives delivery

**Governance:** Report to Main LEP Board (and sub-boards as required).

# Pillar 2: Ambitious strategies & programmes

Workstream lead:  
Andrew Leeming

## Deliverable 2.2: Develop and publish Routemap to Carbon Negative

### SMART objective

Develop and agree by September a routemap in partnership with stakeholders setting out how our area can become net zero by 2034 and carbon negative by 2040.

### Why?

We are committed to becoming the first carbon negative region, supporting a greener, fairer, stronger economy and and Government targets for Net Zero.

### In 2022-23 we will:

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
Collate and assess stakeholder feedback to inform the routemap.	April 2022	✓		✓	
Develop and agree Routemap to Carbon Negative approved by LEP Board and the Local Authorities.	September 2022	✓	✓	✓	
Develop detailed implementation plans.	March 2023	✓	✓	✓	✓

**Measure of Success:** Routemap to carbon negative has been signed off and published and which has buy-in from stakeholders

**Governance:** Report to main LEP Board (and sub-boards as required).

# Pillar 2: Ambitious strategies & programmes

Workstream lead:  
Andrew Leeming

## Deliverable 2.3: Develop new programmes to deliver our policy priorities

### SMART objective

Development of new programmes which are closely aligned to the Plan for Growth and build on interventions delivered to date by the LEP and its partners.

### Why?

It is critical that the LEP focusses its resources on programmes which are closely aligned to the Plan for Growth.

### In 2022-23 we will:

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
Develop and agree an inward investment strategy.	September 2022	✓	✓		
Horizon scanning to identify whether there are any opportunities that are significant enough to pursue.	June 2022 and ongoing	✓	✓		
Assist partners to ensure that the region submits a strong Shared Prosperity Fund programme aligned with regional priorities.	September 2022	✓	✓		✓
Develop opportunities from Grow Yorkshire.	Ongoing	✓	✓	✓	✓
Develop opportunities through the Energy Hub programme in line with contractual obligations.	Ongoing	✓			✓
Develop opportunities through the Circular Yorkshire initiative.	Ongoing	✓	✓	✓	

**Measure of Success:** Strong proposition submitted and success in securing resources

**Governance:** Report to LEP Board (and sub-boards as required).



# Pillar 2: Ambitious strategies & programmes

Workstream lead:  
James Farrar

## Deliverable 2.4: Support the development of the Devolution Deal

### SMART objective

To support Local Authorities to secure a Devolution Deal by March 2023 which secures new funding and freedoms for our region leading to greater impact.

### Why?

Devolution is invaluable to York and North Yorkshire as it provides greater spending powers and autonomy.

### In 2022-23 we will:

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
Support programme management and engagement with Whitehall.	On going	✓	✓	✓	✓
Maintain and update the asks dependant on negotiations.	On going to Sept 2022	✓	✓	✓	✓
Work with partners to develop a pipeline of investable propositions to ensure delivery from day 1.	On going from December 2022	✓	✓	✓	✓
Note: See Pillars 4 and 5 for details of communications and governance around Devolution.					

**Measure of Success:** An ambitious Devolution Deal is approved by Government by March 2023.

**Governance:** Reporting to Local Authority devolution programme arrangements

# Pillar 3

## Excellence in Delivery

### Our delivery priorities are:

3.1: Deliver the Growth Hub and a trade and investment programme

3.2: Deliver the Careers and Enterprise contract & Bootcamp programme

3.3: Deliver the energy CRF programme

3.4: Monitor and closedown legacy programmes

# Pillar 3: Excellence in Delivery

## What does success look like?

York and North Yorkshire LEP delivers targeted programmes aligned to the new Plan for Growth and routemap to carbon negative. Resource is focused on programmes which support sustainable economic growth and deliver the greatest impact. The LEP delivers its contractual obligations to the highest standard and conclude legacy programmes.

### SMT lead

Liz Philpot

### Project leads

Liz Philpot, Jude Knight, Katie Thomas, Andrew Raby, David Ryden

### Key stakeholders

BEIS, DIT, DfE, DWP, LUHC, Local Authorities, Learning Providers, businesses, partners (Grow Yorkshire, Energy Hub etc.)

### Pillar involves

Strategy function



Delivery function



Communications function



Assurance function



# Pillar 3: Excellence in Delivery

Workstream lead:  
Liz Philpot

## Deliverable 3.1: Deliver the Growth Hub and a trade and investment programme

### SMART objective

Deliver the contracted targets to support existing businesses and attract new investment in line with LEP strategic priorities

### Why?

Targeted economic growth is delivered through good businesses growth.

### In 2022-23 we will:

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
Deliver the Growth Hub contract delivering against quarterly milestones with a focus on targeted sectors delivering LEP strategic priorities.	On-going with mid year review Sept 22	✓	✓	✓	✓
Deliver York & North Yorkshire Inward Investment service focused on targeted sectors and including skills needs		✓	✓	✓	
Key Account Management of 30 foreign-owned businesses to secure 5 investments per annum.			✓	✓	✓

**Measure of Success:** Contracted Growth Hub (BEIS) and Key Accounts Management (DIT) targets are met with new trade and investment programme implemented. Impact to be demonstrated through evaluation.

**Governance:** Reporting to the LEP Business Board and BEIS and DIT.

# Pillar 3: Excellence in Delivery

Workstream lead:  
Jude Knight

## Deliverable 3.2: Deliver the Careers and Enterprise contract & Bootcamp programme

### SMART objective

To deliver programmes to improve careers education, raise awareness of training pathways and employment opportunities and increase skills levels.

### Why?

We need to increase skill levels and attractiveness of employment opportunities and pathways aligned to the needs of the local economy.

### In 2022-23 we will:

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
Deliver the Careers & Enterprise Company contract with every school and college engaged and progressing against the Gatsby benchmarks.	August 2022 (review September)	✓			✓
Delivery of Bootcamp programme, subject to securing funding with targets subject to contract.	Funding March 2022, delivery March 2023	✓	✓		✓

**Measure of Success:** Contracted targets are met and impact demonstrated through evaluation.

**Governance:** Reporting to Reporting to the LEP Business Board and Skills and Employability Board.

# Pillar 3: Excellence in Delivery

Workstream lead:  
Katie Thomas

## Deliverable 3.3: Deliver the energy CRF programme

**SMART  
objective**

To deliver targeted programmes which support our transition to a carbon negative region.

**Why?**

We are committed to economic growth and opportunities provided by delivering a Carbon Negative region by 2040.

**In 2022-23 we will:**

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
Deliver the Local Area Energy Plan workstream of the energy CRF programme.	June 2022	✓	✓		✓
Deliver the Feasibility Study workstream of the energy CRF programme.	June 2022	✓	✓		✓

**Measure of Success:** Contracted targets are met with impact demonstrated through evaluation.

**Governance:** Reporting to

# Pillar 3: Excellence in Delivery

Workstream lead:  
Liz Philpot

## Deliverable 3.4: Monitor and closedown legacy programmes

### SMART objective

To conclude legacy programmes with all reporting, monitoring and evaluation requirements fully discharged.

### Why?

We are committed to demonstrating our delivery capability and capturing lessons to inform future delivery.

### In 2022-23 we will:

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
Provide mid and end year monitoring reports demonstrating successful management and close-down of LGF and GBF.	Sept 2022, March 2023	✓	✓	✓	✓
Provide monitoring reports demonstrating successful management and close-down of CRF project.	August 2022		✓		✓
Monitor, reporting and closedown of European Structural Investment Fund (ESIF) programmes.	On-going	✓	✓		✓
Review existing programmes and commence succession planning with partners to build potential SPF successor programme bids. (Note: links to deliverable 2.3 and Pillars 1 & 5)	July 2022	✓	✓		✓

**Measure of Success:** Full compliance with programme, legal and assurance requirements.

**Governance:** Reporting to

# Pillar 4

## Engaging partners and targeted audiences

### Our delivery priorities are:

4.1: Deliver a communications plan to support the Delivery Plan

4.2: Deliver a programme of stakeholder engagement

4.3: Design and deliver annual report and annual conference



# Pillar 4: Engaging partners and targeted audiences

## What does success look like?

York & North Yorkshire LEP pro-actively engages partners in line with an agreed stakeholder strategy, and positions the organisation as a leader and convener of economic development in the region.

### SMT lead

Aissa Gallie

### Operational leads

Andrew Leeming, Adrian Green, James Farrar & Liz Philpot

### Stakeholders

To be completed

### Pillar involves

Strategy function



Delivery function



Communications function



Assurance function



# Pillar 4: Engaging partners

Workstream lead:  
Aissa Gallie

## Deliverable 4.1: Deliver a communications plan to support the Delivery Plan

### SMART objective

To develop and deliver a communications plans that supports the LEP's core deliverable and demonstrates our work and impact.

### Why?

We want to ensure our communications are aligned to our priorities and position to LEP in a changing landscape.

### In 2022-23 we will:

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
Create and deliver an external communications plan to meet the needs of the core deliverables.	August 2022	✓	✓	✓	✓
Maintain and develop digital platforms for communications.	On-going	✓	✓	✓	✓
Design and deliver internal communications on transition to MCA.	On-going	✓	✓	✓	✓
Collaborate with partners to delivery a communications and engagement programme for devolution.	On-going	✓	✓	✓	✓

**Measure of Success:** Communications benchmarks and targets from contracted programmes

**Governance:** Reporting to Main LEP Board and Sub Boards

# Pillar 4: Engaging partners

Workstream lead:  
Aissa Gallie

## Deliverable 4.2: Deliver a programme of stakeholder engagement

**SMART  
objective**

Completion of stakeholder engagement plan alongside the Core Deliverables and implement

**Why?**

Engaging and influencing stakeholders effectively will be critical in 2022/23 given changes in the delivery landscape.

**In 2022-23 we will:**

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
A stakeholder engagement and communications plan is developed for each core deliverable.	July 2022	✓	✓	✓	✓
CRM platform utilised for stakeholder management	On-going	✓	✓	✓	

**Measure of Success:** tbd

**Governance:** Reporting to Main LEP Board

# Pillar 4: Engaging partners

Workstream lead:  
Aissa Gallie

## Deliverable 4.3: Design and deliver annual report and annual conference

**SMART objective**

To deliver a comprehensive and engaging annual report to showcase the LEP’s work and impact, alongside the LEP annual conference to meet strategic objectives

**Why?**

The annual report and conference are crucial mechanisms in demonstrating our impact and influencing stakeholders.

**In 2022-23 we will:**

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
Create and deliver annual report to showcase LEP’s achievements and impact in line with assurance framework requirements.	July 2022	✓	✓	✓	✓
Create and deliver annual conference to showcase LEP’s achievements and impact and discharge LEP’s legal requirements.	March 2023	✓	✓	✓	✓

**Measure of Success:** Report and conference benchmarks and KPIs

**Governance:** Reporting to Main LEP Board

# Pillar 5

## A Good Growth organisation



### Our delivery priorities are:

5.1: Deliver compliant assurance, financial management and reporting processes

5.2: Support the effective functioning of the Boards

5.3: Deliver a programme of activities that support a high performing workplace

5.4: Develop governance and transition arrangements for the MCA

# Pillar 5: Good Growth organisation



## What does success look like?

York and North Yorkshire LEP maintains its reputation with Government as an organisation that maintains the highest standards of governance and assurance. Our Boards are supported to discharge their duties and our teams are agile, change-ready and effectively deliver the LEP’s Core Deliverables. We manage the transition to a new Mayoral Combined Authority effectively.

### SMT lead

Adrian Green

### Operational leads

Paul Clark & Aissa Gallie

### Stakeholders

To complete

### Pillar involves

Strategy function



Delivery function



Communications function



Assurance function



# Pillar 5: Good Growth organisation

Workstream lead:  
Adrian Green

## Deliverable 5.1: Deliver compliant assurance, financial management & reporting processes

### SMART objective

To maintain robust governance, assurance and compliance processes and comply with all our regulatory requirements

### Why?

We are responsible for public funds and must ensure all decisions are robust and transparent.

### In 2022-23 we will:

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
Ensure the LEP operates to the defined Local Assurance Framework, meeting the minimum requirements of the National Assurance Framework and the processes and procedures of the accountable body.	On-going	✓	✓	✓	✓
Ensure the statutory requirements for maintaining the LEP company are met.	On-going				✓
Strategic and operational management of the LEP's finances.	On-going	✓	✓	✓	✓

**Measure of Success:** Mid and Annual Government reviews, Section 151 Officer letter to government, publication of annual assurance statement on LEP website

**Governance:** Reporting to Main LEP Board and Sub Boards / Section 151 Officer

# Pillar 5: Good Growth organisation

Workstream lead:  
Adrian Green

## Deliverable 5.2: Support the effective functioning of the Boards

### SMART objective

Ensure our governance structures are compliant and support our Boards to navigate change towards a Mayoral Combined Authority.

### Why?

Our Boards play a key role in our governance and it is important they are supported to fulfil their role effectively.

### In 2022-23 we will:

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
Ensure that LEP Governance structures are “fit for purpose” and effectively operated within the Local Assurance Framework requirement	On-going	✓	✓	✓	✓
Support work of LEP Boards through effective secretariat and individual support	On-going				✓
Supporting the LEP’s Boards and Sub-Boards to fully discharge their responsibilities in line with the Assurance Framework	On-going				✓

**Measure of Success:** Maintaining Board membership, ensuring public / private / gender representation is maintained, compliant with Assurance Framework and skills advisory panel guidance

**Governance:** Reporting to Main LEP Board and Sus Boards and Section 151 Officer



# Pillar 5: Good Growth organisation

Workstream lead:  
Aissa Gallie

## Deliverable 5.3: Deliver a programme of activities to support a high performance workplace

### SMART objective

To develop the capacity and capability of our leaders as they support our teams as we prepare and lead them through a period of significant change.

### Why?

We have a hugely experienced team and are committed to supporting them to deliver for our region.

### In 2022-23 we will:

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
Continue to embed leadership development in the LEP to effectively lead and manage the business of the LEP.	On-going	✓	✓	✓	✓
Leaders to continue to embed performance management actions and behaviours.	On-going	✓	✓	✓	✓
Embed a workplace culture that supports inclusion, diversity and well-being.	On-going	✓	✓	✓	✓
Leading by example on actions that minimise carbon emissions.	On-going	✓	✓	✓	✓

Measure of Success: OD Tracker.

Governance: Reporting to Main LEP Board.

# Pillar 5: Good Growth organisation

Workstream lead:  
Adrian Green

## Deliverable 5.4: Develop governance and transition arrangements for the MCA

### SMART objective

To support a transition to a Mayoral Combined Authority through collaboration with Local Authority partners.

### Why?

We want to lay the foundations for the transition so it has minimal disruption on key areas of work.

### In 2022-23 we will:

How?	When?	Who is involved?			
		Strategy	Delivery	Comms	Assurance
Map out governance structures needed for the Mayoral Combined Authority.	Autumn 2022				✓
Work with Local Authorities to develop shadow Mayoral Combined Authority arrangements where required.	December 2022				✓
Workforce planning including mapping out roles needed in the Combined Authority and matching existing LEP staff to them.	March 2023	✓	✓	✓	✓

**Measure of Success:** MCA Established

**Governance:** Reporting to Main LEP Board, Devolution Programme Board, Local Authority Partners