



2021-22 Delivery Plan

March 2021



York & North Yorkshire
**LOCAL ENTERPRISE
PARTNERSHIP**

Our LEP Delivery Plan sets out how we (the LEP) will contribute to delivering the Strategic vision of “a Greener, Fairer, Stronger Economy”



‘Greener’:

Natural capital is protected and prioritised, aiding job creation and accelerating the transformation to a carbon negative economy



‘Fairer’:

Opportunity is inclusive, with quality of life raised for all people and communities



‘Stronger’:

The economy is more resilient, able to adapt to challenges and harness growth potential



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Introduction

This 2021-22 Delivery Plan sets out how the York and North Yorkshire Local Enterprise Partnership will provide leadership in addressing the impact on our economy from the Covid-19 pandemic and begin to reshape the economy to a Greener, Fairer and Stronger future.

In October 2020 the LEP, working with partners across York and North Yorkshire, agreed a plan to reshape our economy to a greener, fairer and stronger future. This Plan was focused on how we could protect jobs and businesses, create new job opportunities and reshape the York and North Yorkshire economy. To do this it set out Ten Pledges with a series of Actions.

This, together with the longer term ambition set out in our Local Industrial Strategy, forms the basis of our Economic Plan and vision for the area. All the actions that the LEP will undertake in 2021-22 contribute to achieving this vision. It is clear that Covid-19 has had a dramatic impact on York and North Yorkshire and also on the LEP's delivery plan for 2020-21. The LEP has continued wherever possible to deliver against its objectives but has adjusted and diverted resources to respond to this health and economic emergency. This work will continue into next year with the hope that the economy can begin to recover and grow in the future.

1. Executive Summary - Our 2021-22 Delivery Plan Priorities



Our 2021-22 Delivery Plan – Plan on a page



Our Focus will be to...

- Protect jobs and businesses
- Create new job opportunities and
- Reshape the York and North Yorkshire economy to be greener, fairer and stronger.

Senior Management Team Lead

CHIEF OPERATING OFFICER

HEAD OF ASSURANCE

HEAD OF DELIVERY

HEAD OF COMMUNICATIONS AND ORGANISATIONAL DEVELOPMENT

HEAD OF STRATEGY

The York and North Yorkshire LEP will...

EFFECTIVELY DELIVER

- Fully deliver its £7.8m Get Building programme and finalise financial completion of its Local Growth Fund.



Capital Delivery

- Deliver a strong Growth Hub providing: 185 Intensive Assists, 800 Medium Assists and 7500 low intensity assists
- Careers & Ent Targets



Support businesses, organisations & people

- Complete lessons learnt from Covid19 and Brexit and finalise an Economic Crisis Plan for any future economic shocks or emergencies.



Responding to economic shocks

DEVELOP NEW OPPORTUNITIES AND ATTRACT INVESTMENT

- Collaborative development of Towns and Cities Action Plan
- Strategic Site Framework launched
- Energy & Natural Capital Demonstrator Projects Developed
- Skills Implementation Plan
- York Central Inward Investment Plan launched with City of York



Enabling New Opportunities

- Investment Plans developed for: Place Business Skills & Employability Environment & Low Carbon
- Inward Investment Service Launched



Attracting Investment and Funding

PROVIDE STRATEGIC LEADERSHIP, ENGAGEMENT AND ADVOCACY

- Local Industrial Strategy & Covid 19 Reshaping Plan updated and approved
- Skills Advisory Panel delivered
- Routemap to carbon neutral launched
- Strategic Housing Review completed



Strategic Leadership

- Stakeholder framework implemented
- Communications plan implemented to raise LEP profile
- Annual Conference and Review delivered



Engagement

- LA partners supported to deliver devolution
- Y&NY narrative launched with LA partners
- Govt engagement framework implemented
- Strong engagement with LEP Network and NP11



Strong Advocacy

BE A GOOD GROWTH ORGANISATION

- Full compliance with Assurance Framework and with Accountable Body & BEIS Audit Requirements
- Strong budget management demonstrated
- Demonstrable transparency on performance



Excellent Governance and Assurance

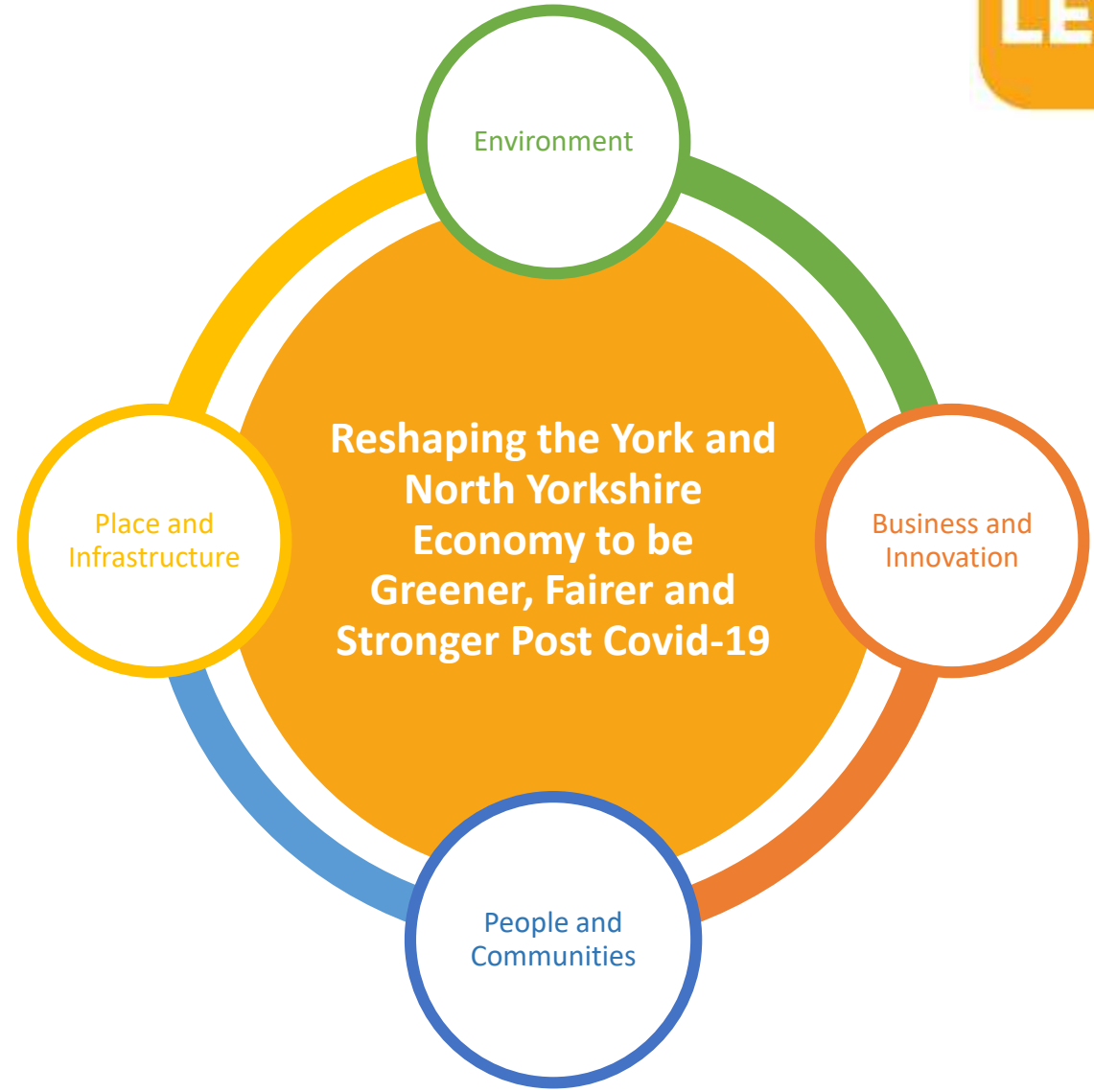
- Performance framework implemented
- Leadership programme delivered
- Staff wellbeing embedded
- Carbon reduction plan delivered.
- Board development programme



Greener, Fairer, Stronger Organisation

2. Our Economic Plan

The strategic context for LEP delivery in 2021-22.



OUR ECONOMIC PLAN

To a Greener Fairer and Stronger Economy



2020/21

Respond

- Immediate actions
- Getting the York and North Yorkshire economy moving again

2021/22

Reshaping

Our Plan To Reshape The Economy

- Short term response
- Economic stimulus
- Future foundations

2022/23

Recover and Grow

Our Local Industrial Strategy

- Post Covid-19
- Medium to long term investment
- Economic growth

2025+

Greener Fairer Stronger Economy

England's first carbon negative region.

A carbon negative, circular economy that increases productivity and provides higher paid jobs.

Our 2021-22 Delivery Plan – Our Strategy



Our Focus will be to...

- Protect jobs and businesses
- Create new job opportunities
- Reshape the York and North Yorkshire economy to be greener, fairer and stronger.

The Reshaping the Economy Plan set out Ten Pledges to a Greener, Fairer, Stronger Economy. The LEP 2021-22 Delivery Plan will prioritise these pledges.

Together we will ensure that...

- ✓ **All our businesses get the support they need** to adapt to the challenges of Covid-19 and come back greener, fairer and stronger.
- ✓ **People at risk of redundancy or newly unemployed can access the advice and support they need** to get them back into employment.
- ✓ **Training and learning provision has the capacity to meet demand** for a greener, fairer and stronger recovery.
- ✓ **All our high streets, city and town centres are greener, fairer and stronger** in a post Covid-19 world.
- ✓ **Active travel and public transport usage increases** beyond pre Covid-19 levels contributing to greener, fairer and stronger places.
- ✓ **Digital connectivity becomes the catalyst for change** in a greener, fairer, stronger recovery.
- ✓ **New job opportunities are created** that are greener, fairer and stronger.
- ✓ **Young people and those furthest from the labour market are not left behind** in terms of access to support, learning, training and employment
- ✓ **New housing adapts to changing needs** in terms of design, affordability, energy efficiency, digital connectivity and space.
- ✓ **We enhance and maintain our landscapes** and provide more and accessible green spaces.



3. Our 2021-22 Delivery Plan to reshape the economy

Our 2021-22 Delivery Plan



This Plan will ensure that we as a LEP are targeting our actions on the impact of COVID 19, providing **strategic leadership** and **advocacy** through the Reshaping Plan agreed with partners in October 2020. This Reshaping Plan is built around the economic pillars set out in the Local Industrial Strategy, as agreed by our LEP Board in March 2020.

All our actions and activities across the LEP Team will align to ensure effective and efficient **delivery** of our capital investments and our programmes to **support businesses, people and organisations**. This will build on our strengths in delivery. Our Local Growth Fund has been delivered on time and to budget. Our Growth Hub has adapted with speed to respond to the current crisis.

Our Local Industrial Strategy economic pillars and priorities have been developed further during 2020, adapting to the impact of Covid-19 but still retaining their overall ambition. We will transform our strategies and plans on the circular economy, towns, place shaping, low carbon, skills and natural environment into strong and deliverable **opportunities** for the future. This will help us to co-ordinate our approach to **attracting to funding and new investment** to deliver on our priorities.

The LEP can only do this by working together, in partnership with our stakeholders, businesses and key partner agencies. By **engaging others** we will shape the economic agenda for the future, ensuring the greatest impact of our actions.

We have always put strong governance at the centre of our decision making, we will ensure that in 2021 our **governance and assurance** is excellent across all areas.

Finally and most importantly we will be an **organisation that is greener, fairer and stronger**.



The York and North Yorkshire LEP will:

Fully deliver £7.8m capital investment programme effectively and efficiently to budget and deadline, ensuring maximum impact.

Effectively deliver a co-ordinated service to assist over 8,000 businesses, organisations, people and places ensuring that information, advice, guidance and support is available to help the region reshape, recover and grow.

Have a clear plan of how it responds effectively and efficiently to any future economic shocks or emergencies.

Delivery Priority 1

Excellence in Delivery

Effective Delivery of Our Capital investments



What does success look like...

The York and North Yorkshire LEP will have fully delivered its capital investment programme effectively and efficiently to budget and deadline, ensuring maximum impact. Investing the final £7.8m of the £15.4m of Getting Building Fund.

In 2021-22 we will:

Strategic Objectives	Outcomes and outputs	Lead
Getting Building Fund To ensure we deliver fully the Getting Building Fund and maximise its impact.	<ul style="list-style-type: none"> Fully deliver the remaining £7.8m GBF by end of 2021/22 Complete regular monitoring returns 1/4ly 	
Growing Places Funding To ensure that our Growing Places Fund investments are delivering.	<ul style="list-style-type: none"> Review Growing Place Fund position and prospectus for any further investments at end of Q1. 	
Local Growth Fund To ensure that Local Growth Fund schemes are fully completed and impacts measured.	<ul style="list-style-type: none"> Final claims and Programme end reporting completed by end Q1. On going monitoring every 6 months. 	
Maximising Impact To review and evaluate the impacts of our capital investment programmes	<ul style="list-style-type: none"> Plan/framework to optimise capital investments by Q2 Evaluation of Capital Investments Q3 	

Operational Plans

Operational details included within the **Capital Programme Plan**

LEP Governance

Reporting to **LEP Infrastructure and Joint Asset Board**
 Supported by the **LEP Performance Sub Group**

RESOURCES

SMT Lead Officer

Head of Delivery

Team LEP

Delivery Team – Project and programme management
 Assurance Team – Assurance, legal, finance
 Communications Team – PR and promotion
 Strategy Team – Evaluation/research

Delivering services for Businesses, Organisations, People and Places



What does success look like...

The York and North Yorkshire LEP will effectively deliver a co-ordinated service for businesses, organisations, people and places ensuring that information, advice, guidance and support is available to help the region reshape, recover and grow.

In 2021-22 we will:

Strategic Objectives	Output/outcome	Lead
SMEs and Micros To meet the and deliver our contractual requirements for the Growth Hub and further enhance and develop the service .	<ul style="list-style-type: none"> Deliver the contractual requirements of the Growth Hub. 7500 low intensity assists, 800 medium and 175 high (to be confirmed) Evaluate, develop and agree framework to further develop the Growth Hub services to integrate Low carbon and circular, Skills and Grow Yorkshire offers by Q1 Ensure full delivery of ESIF programmes 	
Large Businesses and investors To engage with our large businesses and develop services that can support attract new investment .	<ul style="list-style-type: none"> Define service for key Account Management service by Q1 	
Schools, colleges and Universities To provide information, advice and guidance to our education and training providers.	<ul style="list-style-type: none"> Deliver contractual requirements of Careers enterprise service (Add targets) Ensure full delivery of ESIF programmes 	
Local Authorities/organisations To ensure our services collaborate and support our local authorities and key organisations/agencies.	<ul style="list-style-type: none"> Develop further collaboration with other LA services. Deliver LA Climate action programme. Ongoing monitoring and communication of economic data 	
Places To provide support and advice to our communities, towns and cities to reshape to a Greener, fairer Stronger future.	<ul style="list-style-type: none"> Low carbon and Circular towns toolkit developed and rolled out by Q2 The promotion of the LEP's 21st Century Towns and Historic Environments commissions Design Guide/planning delivery grant delivered 	

Operational Plans

Operational details included within the
Business Services Plan
Growth Hub Plan
Skills Plan
Low Carbon and Environment Plan
Place Plan

LEP Governance

Reports to **Business Board and Skills Board**

RESOURCES

SMT Lead Officer

Head of Delivery

Team LEP

Delivery Team – Growth Hub

Strategy Team – Developing new offers

Assurance Team – Assurance, legal, finance

Communications Team – Communication and promotion

Responding to Local Economic Shocks



What does success look like...

The York and North Yorkshire LEP has a clear plan of how it responds effectively and efficiently to any future economic shocks or emergencies.

In 2021-22 we will:

Strategic Objectives	Output/outcome	Lead
<p>Crisis Management Plan To ensure that the LEP has the procedures, protocols and systems in place to be able to respond effectively and efficiently to economic shocks and local economic emergencies.</p>	<ul style="list-style-type: none"> Develop a crisis management Plan by the end of Q2. Review half yearly. 	
<p>COVID 19 and EU transition To ensure that the LEP continues to deliver and support the local economy and businesses through the current Covid-19 pandemic and EU transition.</p>	<ul style="list-style-type: none"> Contractually deliver any specific Programmes and offers. 	

Operational Plans

Operational details included within the **Business Services Plan**

LEP Governance
To report to **LEP Main Board**

RESOURCES

SMT Lead Officer
Head of Delivery

Team LEP
Developed by all teams and embedded across all LEP teams



The York and North Yorkshire LEP will

Have enabled new opportunities, programmes and demonstrator projects to be developed that take forward our Local Industrial Strategy themes of Place, People, Business and the Environment.

Be in a strong position to secure and attract funding and investment to deliver its vision for a greener, fairer and stronger economy.

Delivery Priority 2

Developing new opportunities and attracting investment

Developing, Facilitating and Enabling New Opportunities



What does success look like...

The York and North Yorkshire LEP will have enabled new opportunities, programmes and demonstrator projects to be developed that take forward our Local Industrial Strategy themes of Place, People, Business and Environment.

In 2021-22 we will:

Strategic Objectives	Output/outcome	Lead
Towns and Cities To build upon the recommendations outlined in our 21st Century Towns and Historic Environments commission to support our places reshape post-Covid-19	<ul style="list-style-type: none"> Action plan/programme agreed to take Towns recommendations work forward by Q2 	
Place Shaping – Strategic Sites To work with partners to ensure that large development proposals across the area address the pledges in the Reshaping Plan	<ul style="list-style-type: none"> York Central Delivery Framework for strategic sites to be developed by Q2. Attendance at regular strategic site meetings and Boards. 	
Low Carbon, Energy, Circular Economy and Environment To work with partners to enable a pipeline of demonstrator projects that deliver the priorities within our Local Energy Strategy, CE strategy and Routemap Towards Carbon Negative and Grow Yorkshire Action Plan. (Circular Yorkshire/Grow Yorkshire/Energy Hub and LA Climate Action)	<ul style="list-style-type: none"> Develop a programme to build capacity for the development of low carbon projects by xxx Develop energy programmes. Develop circular economy pilot projects. Develop Natural Capital and environment pilot projects and programmes. 	
Future Skills To work with partners to develop further the actions set out in the Skills Strategy and Implementation Plan	<ul style="list-style-type: none"> Developing further the Skills Implementation Plan by Q3. 	
Digital Connectivity/Sustainable Travel and Transport To agree the future direction and role of the LEP in delivery of our strategic objective to improve digital connectivity and move to a more sustainable travel and transport network.	<ul style="list-style-type: none"> Review and prepare a plan on the LEP's role and purpose on connectivity. 	

Operational Plans

Operational details included within:

- Skills Plan**
- Low Carbon and Circular Economy Plan**
- Place Plan**

LEP Governance

Reports to:

[Appropriate Programme Boards](#)

RESOURCES

SMT Lead Officer

Head of Strategy

Team LEP

Led by Strategy Team but involving all teams across the LEP

Attracting New Investment and Funding



What does success look like...

The York and North Yorkshire LEP will be in a strong position to secure and attract funding and investment to deliver its vision for a greener, fairer and stronger economy.

In 2021-22 we will:

Strategic Objectives	Output/outcome	Lead
<p>Strategic Investment Plan To ensure that we have a robust pipeline and clear plan that can form the basis for future funding proposals and ensure the LEP is in a strong position to take advantage of post Growth Deal and EU funding opportunities.</p>	<ul style="list-style-type: none"> Investment Plan for both capital and revenue investment completed and agreed by Q2 	
<p>Funding 'Horizon scan' To better take advantage of funding opportunities and match these against the LEPs strategic objectives.</p>	<ul style="list-style-type: none"> Establish a co-ordinated funding 'database' by Q1 To provide regular update reports to SMT and the wider LEP Team matching funding to Programmes. 	
<p>Business Investment To attract and support new investment opportunities to York and North Yorkshire, Ensuring a robust proposition to support economic growth.</p>	<ul style="list-style-type: none"> Develop and establish an inward investment service and strategy by Q1 Strengthen partnership working with DIT and existing investor networks. 	
<p>Bidding for funding To co-ordinate with partners funding and bidding opportunities to support the LEPs strategic priorities.</p>	<ul style="list-style-type: none"> Regular briefings on Levelling Up Funding and Shared Prosperity funding opportunities. Make bids where required, meeting deadlines and attracting maximum benefit. 	

Operational Plans

Operational details included within the **Skills Plan, Low carbon and Circular Economy Plan Business Services plan**

LEP Governance
Reports to the **main LEP Board**

RESOURCES

SMT Lead Officer
Head of Strategy

Team LEP
Strategy Team – enabling and facilitating new programmes and projects.
Delivery Team – Programme management



The York and North Yorkshire LEP will:

Provide strong strategic leadership with partners across the LEP area in reshaping the economy to a greener, fairer and stronger future.

Be a strong and highly effective advocate for the local economy, its opportunities and issues, and has the mechanisms in place to influence and shape future agendas to support its vision for a greener, fairer and stronger economy.

Effectively engage and communicate with stakeholders ensuring that our strategies and policies are built on strong local intelligence, our activities and actions are well communicated and that our profile across the region and beyond is raised

Delivery Priority 3

Strong Strategic Leadership, Advocacy and Engagement

Strategic Leadership



What does success look like...

The York and North Yorkshire LEP is providing strong strategic leadership with partners across the LEP area in reshaping the economy to a greener, fairer and stronger future.

In 2021-22 we will:

Strategic Objective	Output/outcome	Lead
Covid 19 – Reshaping Plan To lead our local partners in delivering the Covid-19 Reshaping the economy plan.	<ul style="list-style-type: none"> Review and monitor the Reshaping Plan and the 10 pledges monthly. Revise the Plan against changing evidence. 	
Greener Fairer Stronger Vision To embed our Greener Fairer Stronger vision into our long term economic plan and Local Industrial Strategy.	<ul style="list-style-type: none"> Review Local Industrial strategy and vision by end Q3. The development of a place narrative for York and North Yorkshire headlined with the greener, fairer, stronger vision. 	
Low Carbon and the Circular Economy To lead and position the region to be a carbon negative circular economy.	<ul style="list-style-type: none"> Launch and embed the Carbon Abatement Study and the Route map to carbon neutral by Q2 Review, evaluate and monitor the delivery of the Circular Economy Strategy and Plan 	
Future skills To lead and facilitate partners through the Skills and Employability Board (Skills Advisory Panel) and its Strategy.	<ul style="list-style-type: none"> Delivery of Skills Advisory Panel requirements. Review, evaluate, and monitor the skills strategy. 	
Place Making To lead the region and partners on the place making agenda including rural and coastal, reshaping our town and city centres and housing.	<ul style="list-style-type: none"> Develop an action plan/programme to take forward the recommendations from the LEP's 21st Century Towns and Historic Environment commissions Review of the housing strategy in conjunction with the Strategic Housing Board. Completion and roll out of a design guide for York, North Yorkshire and East Riding 	
Devolution To lead YNY partners in the development and negotiation of the Devolution Deal submission to Government.	<ul style="list-style-type: none"> Prepare and co-ordinate negotiations with Government where required. Develop further the Devo Deal asks. 	
Data, Intelligence and Research To ensure our strategies and policies are built on strong and robust evidence.	<ul style="list-style-type: none"> Monthly economic intelligence and data reporting. Labour market Intelligence reviewed 	

OFFICIAL - SENSITIVE

Operational Plans

Operational details included within the
Skills Strategy Plan
Low carbon and Circular Economy Plan
Place Plan
Stakeholder & Devolution Plan

LEP Governance

Reports to the **main LEP Board**
 Specific reports taken to Programme Boards where required.

RESOURCES

SMT Lead Officer

Head of Strategy

Team LEP

Skills/Place/Low Carbon Teams
 Communications Team

Strong Advocacy



What does success look like...

The York and North Yorkshire LEP is a strong and highly effective advocate for the local economy, its opportunities and issues, and has the mechanisms in place to influence and shape future agendas to support its vision for a greener, fairer and stronger economy.

In 2021-22 we will:

Strategic Objectives	Output/outcome	Lead
YNY Narrative Ensure that the LEP has a set of common messages and narrative.	<ul style="list-style-type: none"> Develop and agree a Y and NY narrative and message matrix, incorporating the greener, fairer, stronger vision. 	
Government To influence, maximise and shape emerging government policy to help deliver our Greener, Fairer and Stronger vision.	<ul style="list-style-type: none"> Produce a framework for engagement and advocacy with Government by end Q2 Establish a 'Government' network/group to enable local discussions across Governmental departments and agencies. 	
Members of Parliament To ensure that our MPs are engaged with the LEP's strategic agenda and can act as strong advocates for our local economy.	<ul style="list-style-type: none"> Engagement framework with MPs established by xxx Regular correspondence with MPs ... 	
NP11 To ensure the YNY LEP uses the influences of the NP 11 group of LEPs effectively.	<ul style="list-style-type: none"> Identify and engage with NP11 opportunities where they meet our local LEP objectives. Review by Q1 	
LEP Network and cross LEP working To effectively use the LEP Network to advocate key messages from YNY.	<ul style="list-style-type: none"> Framework setting out our relationships with the LEP Network and the priorities that we need to action by Q1 	

Operational Plans

Operational details included within the **Stakeholder & Devolution Plan Communications Plan**

LEP Governance

Reports to the main LEP Board

RESOURCES

SMT Lead Officer

Chief Operating Officer

Team LEP

Led by SMT

Engagement



What does success look like...

The York and North Yorkshire LEP is effectively engaging and communicating with stakeholders ensuring that our strategies and policies are built on strong local intelligence, our activities and actions are well communicated and that our profile across the region and beyond is raised.

In 2021-22 we will:

Strategic Objectives	Output	Lead
Stakeholder Engagement To effectively and efficiently engage with a wide range of stakeholders across all aspects of the LEP's business.	<ul style="list-style-type: none"> Establish a stakeholder framework for the LEP by end of Q1 	
Gathering Intelligence and monitoring To ensure that we better understand our stakeholders and the impact of the LEP's activities in the region.	<ul style="list-style-type: none"> Review current mechanisms for gathering intelligence (primarily from businesses), by Q1. Establish a business intelligence gathering framework. 	
Raising the LEPs Profile To continue to raise the profile of the LEP and to demonstrate the value of our work.	<ul style="list-style-type: none"> Demonstrate the impact of our investments and programmes. Annual Report and Conference. News Articles Review the LEP Website 	

Operational Plans

Operational details included within the:
Communications Plan
Also part of Growth Hub Plan, Skills Plan
Low Carbon and Circular Economy Plan.

LEP Governance

Reports to the **main LEP Board**
 Intelligence reports on specific issues to **Programme Boards** where required.

RESOURCES

SMT Lead Officer

Head of Communications and Organisational Development
Team LEP
 Embedded across all Teams



Delivery Priority 4

A Good Growth Organisation

The York and North Yorkshire LEP will have **excellent governance and assurance**, ensuring that the LEP operates to the highest of standards, making transparent and robust decisions with a diverse and active Board

The York and North Yorkshire Local Enterprise Partnership will be a 'good growth' organisation, embedding, from Board members to Officers, the principles of its **Greener, Fairer and Stronger** vision for the Region.

Excellent and Inclusive Governance



What does success look like...

The York and North Yorkshire LEP has exemplar governance and assurance, ensuring that the LEP operates to the highest of standards, making transparent and robust decisions with a diverse and active Board.

In 2021-22 we will:

Operational Plans

Strategic Objective	Action/Activity	Lead
<p>Assurance Framework and Compliance To ensure the LEP operates to the defined Local Assurance Framework, meeting the minimum requirements of the National Assurance Framework and any other Assurance requirements set out by Government.</p>	<ul style="list-style-type: none"> Review and update the LAF as required and develop further into a LEP Operating Manual (launching by Q2) Build organisational capacity so Board members and Officers understand and comply with all aspects of the LAF Overseeing the Mid and Annual Review Meeting with Government, ensuring the LEP is positioned to meet all requirements to achieve a positive outcome Delivering the Section 151 Officer letter of assurance to MHCLG by the end of February. 	
<p>LEP Board Governance To Ensure that LEP Governance structures are “fit for purpose” to deliver the Greener, Fairer, Stronger strategy</p>	<ul style="list-style-type: none"> Review decision-making Board structures – role, terms of reference, numbers held and reporting structures. 	
<p>Finance To ensure the LEP is financially well managed and remains sustainable.</p>	<ul style="list-style-type: none"> 22/23 Budget developed for Board approval by March 2022. Monthly finance and budget statements prepared. Funding claims and invoices paid to contractual timescales. Build capacity with LEP Officers to ensure Accountable Body financial procedures and processes are followed that complement Assurance Framework processes 	
<p>Legal To Ensure the LEP operates within the processes/policies of the Accountable Body and within the law.</p>	<ul style="list-style-type: none"> Deliver legally robust contracts and funding agreements to specified timeframes 	
<p>Investment Appraisal To ensure the LEP has a sound basis for justifying investments</p>	<ul style="list-style-type: none"> Deliver a robust financial due diligence and appraisal process and recommendations to investment decision-making Boards within prescribed timeframes 	
<p>LEP Company To ensure the statutory requirements for maintaining the LEP company are met.</p>	<ul style="list-style-type: none"> File annual reports and accounts with Companies House by November 2021 (for 20/21) Update the list of company directors as and when required Review and update, where necessary, the company Articles of Association 	

Operational details included within the **Assurance and Governance Plan**

LEP Governance

Reports to the **main LEP Board**

RESOURCES

SMT Lead Officer

Head of Assurance

Team LEP

Embedded across all Teams

A Greener, Fairer and Stronger Organisation



What does success look like...

The York and North Yorkshire Local Enterprise Partnership to be a 'good growth' organisation embedding from Board members to Officers the principles of its Greener, Fairer and Stronger vision for the Region.

In 2021-22 we will:

Strategic Objectives	Output/outcome	Lead
<p>Leadership and development programme To continue the programme across all SMT and middle managers. Engage the Boards to develop leadership and advocacy.</p>	<ul style="list-style-type: none"> Strong leadership through the LEP Team and the Board 	
<p>Change Management Programme embedded across the LEP To included new ways of working and new delivery plan process. Develop skills programme to ensure that LEP team have the skills required to progress the LEP forward through change.</p>	<ul style="list-style-type: none"> All staff are engaged and developed through change. Skills audit completed by Q1 Programme to be defined by end Q2 Skills development programme in action Q2 	
<p>Performance Framework established To develop a framework for clear and strong performance monitoring</p>	<ul style="list-style-type: none"> All staff have clear and measurable objectives Org Development dash board in place by Q1 Defined outcomes for whole LEP Team performance framework in place by Q2 	
<p>Promoting Staff Well Being To ensure that staff well being and values are embed right across the LEP</p>	<ul style="list-style-type: none"> Monthly team meetings Team activities 	
<p>Carbon Reduction Plan To develop and implement a carbon reduction plan for the workplace.</p>	<ul style="list-style-type: none"> Carbon Reduction Plan in place by xxx Reduce LEP carbon emissions by xx% 	

Operational Plans

Operational details included within the **Communications Plan; and Organisational Development Plan.**

LEP Governance

Reports to the **main LEP Board**

RESOURCES

SMT Lead Officer

Head of Communications and Organisational Development

Team LEP

Embedded across all Teams

4. Operational Plans



The ten priority actions within our delivery plan will be delivered through the following operational plans

LEP Delivery Plan	Growth Hub Plan	
	Capital Investment Plan	
	Place Plan	
	Skills Plan	
	Low Carbon and Environment Plan	Grow Yorkshire Work Programme Energy work Programme LAs Climate Action Work Programme
	Assurance and Governance Plan	
	Communications Plan	
	Organisational Development Plan	
	Stakeholder & Devolution Plan	

The LEP has a series of operational plans either at a wider team level or for a specific work area. Some of these report directly to the LEP’s Programme Boards, others to steering groups and some to outside bodies and partnerships. However they all contribute to the delivery of this LEP wide Delivery Plan.

This Delivery Plan sets the strategic objectives for the LEP which in turn are translating into detailed and operational programmes and plans.

5. Resources and Budget

