



# 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**

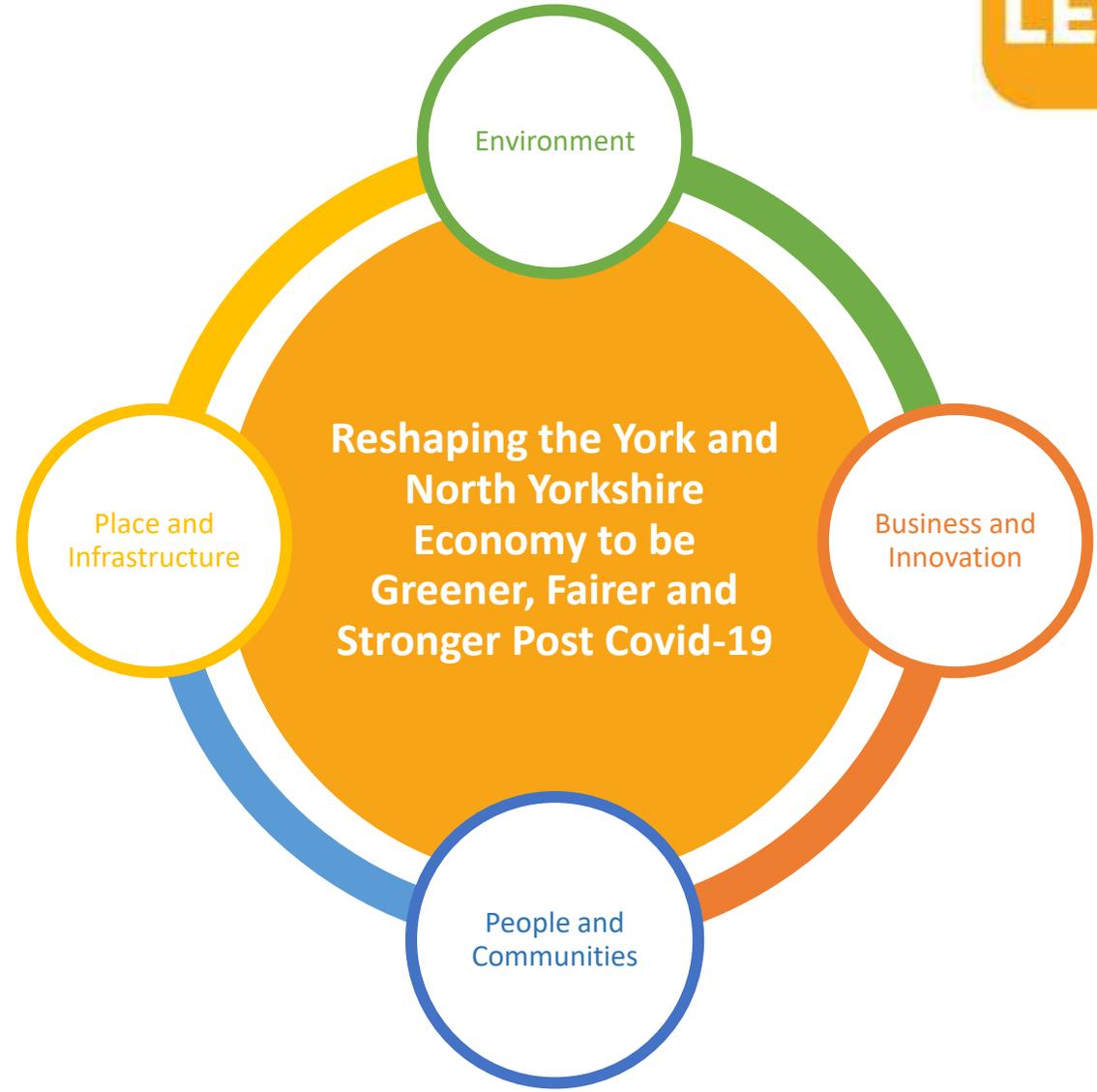
- Performance framework implemented
- Leadership programme delivered
- Staff wellbeing embedded
- Carbon reduction plan delivered.
- Board development programme



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

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

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

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

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

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

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

## 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
<b>Stakeholder Engagement</b> 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"> <li>Establish a stakeholder framework for the LEP by end of Q1</li> </ul>	
<b>Gathering Intelligence and monitoring</b> 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"> <li>Review current mechanisms for gathering intelligence (primarily from businesses), by Q1.</li> <li>Establish a business intelligence gathering framework.</li> </ul>	
<b>Raising the LEPs Profile</b> To continue to raise the profile of the LEP and to demonstrate the value of our work.	<ul style="list-style-type: none"> <li>Demonstrate the impact of our investments and programmes.</li> <li>Annual Report and Conference.</li> <li>News Articles</li> <li>Review the LEP Website</li> </ul>	

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

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><b>Leadership and development programme</b> 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"> <li>Strong leadership through the LEP Team and the Board</li> </ul>	
<p><b>Change Management Programme embedded across the LEP</b> 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"> <li>All staff are engaged and developed through change.</li> <li>Skills audit completed by Q1</li> <li>Programme to be defined by end Q2</li> <li>Skills development programme in action Q2</li> </ul>	
<p><b>Performance Framework established</b> To develop a framework for clear and strong performance monitoring</p>	<ul style="list-style-type: none"> <li>All staff have clear and measurable objectives</li> <li>Org Development dash board in place by Q1</li> <li>Defined outcomes for whole LEP Team performance framework in place by Q2</li> </ul>	
<p><b>Promoting Staff Well Being</b> To ensure that staff well being and values are embed right across the LEP</p>	<ul style="list-style-type: none"> <li>Monthly team meetings</li> <li>Team activities</li> </ul>	
<p><b>Carbon Reduction Plan</b> To develop and implement a carbon reduction plan for the workplace.</p>	<ul style="list-style-type: none"> <li>Carbon Reduction Plan in place by xxx</li> <li>Reduce LEP carbon emissions by xx%</li> </ul>	

## Operational Plans

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

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Head of Communications and Organisational Development

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# 4. Operational Plans



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

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

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

