



# Annual Delivery Plan 2019/20

Approved by the North East LEP board on May 2019



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# Introduction

**This Annual Delivery Plan sets out what the North East Local Enterprise Partnership (North East LEP) intends to deliver in the financial year from April 2019 to March 2020.**

It will be shared with Government and reported on in our End of Year Report 2019/20.

It is a dynamic document and thus may be subject to change, as the North East LEP seizes significant opportunities or responds to key challenges that might impact on the national and local economy. Where that is the case and it results in a material change to any of the data, timelines or objectives shown in the Delivery Plan, this will be reflected in an updated version posted on the North East LEP's website and shared with Government as soon as is practicable.

We will respond to economic opportunities and challenges as they arise and always ensure our activities are based on the most up to date evidence available and therefore this document is subject to change.

Where changes are made, they will be highlighted and communicated clearly and timely.

Within this delivery plan you will find:

## **Our Plan and objectives**

We published our North East Strategic Economic Plan in 2014 and published updates in 2016 and January 2019. We set a clear ambition to create 100,000 more and better jobs for our region and report regularly on how we are doing towards achieving this ambition.

## **Governance and transparency**

We ensure that a robust and transparent governance structure underpins its work and ensures it complies with all of the recommendations from the national LEP review, published in 2018.

## **Our delivery programme**

We have provided some detailed insight into the detail of our five delivery programmes.

## **2019/20 Action Plan**

Here you will find a list of everything we will strive to achieve in 2019/20. We'll report on this in May 2020 and update on our progress.



## Our plan and objectives

### The North East Strategic Economic Plan

The North East region has an economy that is growing and that is diverse with passionate and skilled people, a high-quality location for business and leisure, and a focus on science and innovation.

The North East Strategic Economic Plan sets out our ambition for the North East as a place of work and opportunity, an ambition shared by regional business leaders, local government and education, and supported by a wider community of partners, whose contribution to its development and delivery are central to its success.



### Creating more and better jobs

In 2014, when the North East Strategic Economic Plan was first agreed, we committed to fostering new opportunities for our residents and businesses by driving forward a modern, diverse and entrepreneurial economy, which is agile in the face of change and competition, and that is resilient and inclusive.

We have one clear and simple ambition – to deliver more and better jobs for the people who live and work here.

Between 2014 and 2024, we want to grow the number of jobs in the region by 100,000, with at least 70% of the new jobs being better jobs, defined as those in managerial, professional and technical roles.

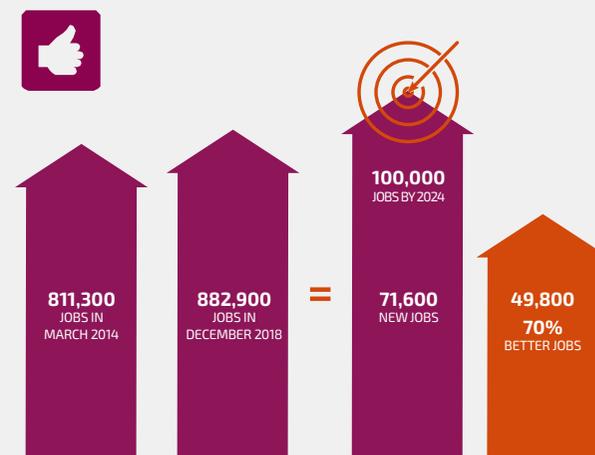
We have made good progress against this ambition. As of December 2018, the number of jobs in the North East has increased by 71,600 since 2014, 70% of these are better jobs.

We have also identified four targets focused on other long-term objectives. To demonstrate our progress, we aim to reduce or close the gap in our performance compared to England excluding London. By making this comparison in these four areas – employment rate, economic inactivity rate, productivity and private sector employment rate – we aim to deliver both positive change in our region and help rebalance the national economy.

You can read the North East Strategic Economic Plan in full at [northeastlep.co.uk](http://northeastlep.co.uk).

### Progress:

By December 2018, the number of jobs had increased by 71,600. 49,800 (70%) of these were better jobs.



Source: Annual Population Survey - Workplace Analysis (Nomis)

# Governance and transparency

**We are committed to robust, transparent and fair governance at every level of our operations.**

**The North East LEP's Assurance Framework sets out how funding decisions are made.**

## Regional governance model

The North East LEP plays a key role in regional governance and works with two combined authorities - North East Combined Authority and North of Tyne Combined Authority, and seven local authorities.

The governance structure changed in November 2018 following the formation of the North of Tyne Combined Authority.



## Regional governance

Seven Local Authorities

Newcastle City Council	Durham County Council
Northumberland County Council	Gateshead Council
North Tyneside Council	South Tyneside Council
	Sunderland City Council

Two Combined Authorities

<p>North of Tyne Mayoral Combined Authority</p> <p>Covering North Tyneside Council Newcastle City Council Northumberland County Council</p>	<p>North East Combined Authority</p> <p>Covering Durham County Council Gateshead Council South Tyneside Council Sunderland City Council</p>
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One Transport Committee

North East Joint Transport Committee
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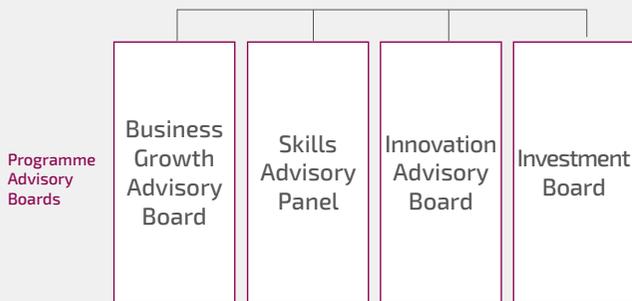
One Local Enterprise Partnership

North East Local Enterprise Partnership
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### North East LEP governance

The North East LEP Board is a business led, private, public and education partnership. It is supported by four advisory boards, which provide strategic guidance and oversight of the North East Strategic Economic Plan programmes' delivery to the main Board.

#### North East LEP Board



North East LEP Senior Management Team

### Programme governance

The North East LEP follows a robust assurance framework.

The North East Local Assurance Framework sets out how we make decisions and ensures value for money when investing in projects across the North East LEP area.

The Local Growth Fund (LGF) Programme is managed in accordance with the North East Local Assurance Framework, and can be found [here](#).

The Local Assurance Framework was last refreshed in April 2019 which reflects:

- The latest requirements set out in the 'National Local Growth Assurance Framework' published in January 2019.
- How we remain fully compliant in the context of the 'Strengthened Local Enterprise Partnerships' report that followed the Ministerial review into LEPs (July 2018)

The Assurance Framework is a live document and will be updated throughout the year, and will be published on the North East LEP website.

The main North East LEP Board also receives an operational performance report at every meeting, which sows progress against each programme of delivery.



### Programme governance – funding decisions

All project funding decisions are taken by the North East LEP Board or, where appropriate, under delegated authority by the North East LEP Investment Board.

The Investment Board is programmed to meet on six occasions in 2019/20 and receive programme monitoring reports on a regular basis and be presented with the programme dashboard. This is submitted quarterly, to the Ministry of Housing, Communities and Local Government (MHCLG).

The Investment Board will determine new project funding allocations under its delegation or otherwise agree to make recommendations to the main North East LEP Board.



Andrew Hodgson, North East LEP Chair

## Our delivery

### Fund management

We manage three funding streams:

- The Local Growth Fund – a £270.1m programme targeted at job creation
- The North East Investment Fund – a £55m recycling loan fund sourced from Regional Growth Fund 3 and Growing Places Fund
- The Enterprise Zone Fund covering 21 sites; to date a total investment of £46m, unlocking £110m of private sector investment.

We also work closely with regional partners and government in the allocation of £500m of European Structural Investment Funding into the North East.

## Local Growth Fund (LGF)



2019/20 is the fifth year in the sixth year LGF £270.1m programme. At 1 April 2019 £259.6m of this budget was contractually committed and a further £10.5m ringfenced to support selected strategic pipeline projects that are planned to come forward with full business cases for determination.

The LGF budget underspends from completed contracted projects is estimated at £3.5m. During 2019/20 we plan to recycle this funding against new projects.

The LGF programme is cross cutting and supports the delivery of all five thematic programmes set out in the January 2019, North East Strategic Economic Plan, which covers the three calendar year delivery period 2019-21. Overall the LGF programme is focussed on tackling market failures and competitive weaknesses.

Through working with partners, we aim to quicken the pace and scale of investment across the North East, focussed on our business and infrastructure investment opportunities and needs.

### LGF budget

The 2018/19 budget has been fully spent with no funds rolling forward into 2019/20. The budget allocation for 2019/20 is £28.06m. Approved projects' planned expenditure plus forecast expenditure from pipeline projects is estimated at £31.9m capital and £1.28m revenue. The approach to over-programming is to ensure the full £28.06m is spent during 2019/20. This projected over commitment, if required, will be met by resources transferring back into the North East LEP from the accountable body, the North East Combined Authority. This funding mechanism also enables the funding of revenue activities that otherwise could not be supported by the LGF capital budget.

2019/20	Capital £	Revenue £	Total £
LGF 2019/20 Grant	28.063m	£0m	28.063m
Forecast NECA returned funds	6.94m	1.28m	8.22m
<b>Total Budget</b>	<b>35m</b>	<b>1.28m</b>	<b>36.28m</b>
Forecast expenditure from contracted projects	31.9m	1.28m	33.18m
Forecast expenditure from pipeline projects	3.1m	0m	3.1m
<b>Total Forecast Expenditure</b>	<b>35m</b>	<b>1.28m</b>	<b>36.28m</b>

### Communications and engagement

Following the production and launch of a four minute mid-programme video late in 2018/19 and also 37 individual one partner project videos, we will lead a 12 month social media campaign during 2019/20 to showcase progress and the impact that projects are having across the regional economy and in local communities.

The campaign aims to engage over 10,000 people and businesses across the region. The videos can be viewed [here](#).

### Monitoring and evaluation

Grant claims and monitoring for live projects is undertaken on a quarterly basis. A Programme Operations Group review quarterly project submissions and undertake quality checks. Project verification visits are held following a project's financial completion.

Projects with delivery challenges are reported in the first instance to the LEP's Technical Officer Group. Where necessary remedial action will be agreed, and Board or delegated approval sought to a variation to contract.

A small number of projects, completed early in the Programme, are now due to submit a project evaluation by the end of 2019/20. Key programme and project milestones will be monitored through the year. A summary is set out on the next page.

**2019/20 LGF programme milestones****Year five of six delivery – key milestones**

<b>Milestone</b>	<b>Description</b>	<b>Target Dates</b>
<b>Quarter One</b>		
<b>Programme milestones to be achieved by the North East LEP</b>		
Quarter 4 2018/19 monitoring return to MHCLG	Latest financial and performance data reported	May 2019
Investment board programme update	Report on draft 2018/19 outcome data and general update	May 2019
North East LEP board funding report	Latest financial performance data required	May 2019
<b>Notable project milestones to be achieved by partners</b>		
Transforming Cities Fund programme	Contract finalised following approval team appointed to develop tranche 2 bid	April 2019
High Growth Potential Start Up project	Business case approval	May 2019
Vaux site project	Work completed on first office 'The Beam'	May 2019
<b>Quarter two</b>		
<b>Programme milestones to be achieved by the North East LEP</b>		
Quarter one 2019/20 monitoring return to MHCLG	Latest financial and performance data reported	August 2019
Investment Board programme update	General programme update and projects for decisions	July 2019
North East LEP Board funding report	Latest financial performance data reported	July 2019
<b>Notable project milestones to be achieved by partners</b>		
The Biosphere, Newcastle	Formal opening of £25m centre at the Helix, Newcastle	July 2019
Institute of Technology	Business case submission, appraisal and determination	July 2019
Central Gateway Phase 2	Business case submission, appraisal and determination	July 2019
Integra 61 site	Funded highway infrastructure works completed.	August 2019
South Shields Transport interchange	New integrated Bus and Metro station open to public.	September 2019
East Pilgrim Street	Public realm works underway and construction of Bank House commenced	September 2019

### Quarter three

#### Programme milestones to be achieved by the North East LEP

Quarter 2 19/20 Monitoring Return to MHCLG	Latest financial and performance data reported	November 2019
Investment Board programme update	General programme update and projects for decisions	September 2019 November 2019
Funding update report	Six monthly review of progress	September 2019

#### Notable project milestones to be achieved by partners

Gateshead Quays	Planning permission obtained for arena and exhibition centre	December 2019
Swans CFI Phase two	Refurbishments works complete and additional workspace available	November 2019
South Shields Metro Training and maintenance depot	New Nexus training centre completed	September 2019
IAMP	First industrial building operational	November 2019

### Quarter four

#### Programme milestones to be achieved by the North East LEP

Quarter 3 19/20 monitoring return to MHCLG	Latest financial and performance data reported	February 2020
Investment Board programme update	General programme update and projects for decision	January 2020
Investment Board programme update	General programme update and projects for decision	March 2020
Annual performance review with MHCLG	Date to be agreed with MHCLG	January 2020

#### Notable project milestones to be achieved by partners

Hordon Rail Station	New station opening	January 2020
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### LGF activity during 2019/20

The following table sets out all projects in the LGF programme split into the following three categories:

- Projects where the LGF budget has been fully drawn down and the project is now subject to either monitoring or evaluation in 2019/20
- Contracted projects that are in progress and have LGF budget allocations in 2019/20 to be drawn down
- Pipeline projects that are developing final business cases for determination during 2019/20.

### LGF project status and LGF budget forecast

Category	Project name	Strategic Economic Plan theme	Forecast LGF budget 2019/20 (£)
<b>Projects with LGF budget spent up and subject to ongoing performance monitoring or evaluation in 2019/20</b>	The Biosphere	Innovation	0
	Hope Street Xchange	Innovation	0
	Low Carbon Energy Centre and Heat Network Helix	Innovation	0
	Infrastructure for Forrest Park	Economic Assets	0
	Lindisfarne Roundabout	Transport	0
	Central Metro Refurbishment	Transport	0
	Northern Access Corridor - Phase 2 & 3	Transport	0
	A19 employment corridor access improvements	Transport	0
	A191 junctions (Coach Lane and Tyne View Park)	Transport	0
	A1056-A189 Weetslade roundabout improvements and A1-A19 link	Transport	0
	South Shields Transport Interchange	Transport	0
	Sunderland Low Carbon Zone	Transport	0
	A1058 Coast Road	Transport	0
	Development of a STEM Specialist Centre	Skills	0
	Vaux - Sunderland Central Business District	Economic Assets	0
	Beacon of Light - World of Work	Skills	0
	Proto: Northern Centre for Emerging Technologies	Innovation	0
	East Sleekburn Site Reclamation & Dock Works	Economic Assets	0
	Eagles Community Arena	Skills	0
	Explorer - Netpark	Economic Assets	0
Blyth Cowpen Road	Transport	0	
Newcastle Station Gateway	Transport	0	

*continued overleaf*

## LGF project status and LGF budget forecast

Category	Project name	Strategic Economic Plan theme	Forecast LGF budget 2019/20 (£)
<b>Projects with LGF budget spent up and subject to ongoing performance monitoring or evaluation in 2019/20</b>	Newcastle Cycle Scheme	Transport	0
	Auckland Castle Welcome	Economic Assets	0
	Phase II, Intersect 19, Tyne Tunnel Trading Estate	Economic Assets	0
	Monkton South	Economic Assets	0
	Innovation Zone	Innovation	0
	Durham City Incubator	Economic Assets	0
	A19 North Bank Tyne (Swans) - Stage 1	Transport	0
	A1 Junction 61, Bowburn - Integra 61	Economic Assets	0
<b>Approved projects in development with LGF budget allocations in 2019/20</b>	Centre for Innovation in Formulation (CIF)	Innovation	113,421
	Netpark Infrastructure Phase 3	Innovation	95,000
	North East Rural Growth Network	Economic Assets	1,392,623
	Swans Plot 6 Demolition	Economic Assets	486,131
	Swans Infrastructure - Quay Works (Stage 2)	Economic Assets	779,429
	Swans Business Centre Phase 2 - Stage 2	Economic Assets	1,383,157
	Swans Business Centre Phase 3 enabling works	Economic Assets	727,740
	Horden Rail Station	Transport	2,276,427
	National Centre for Healthcare Photonics	Economic Assets	452,013
	River Tyne Economic Development	Economic Assets	608,234
	Traffic movements along A185/A194/A19 (The Arches) - Stage 2	Transport	216,169
	South Shields Metro Training and Maintenance Skills Centre	Transport	2,791,521
	A19 North Bank Tyne (Swans) - Stage 2	Economic Assets	1,232,083
	Jade Business Park (inc A19/A189 Seaham Murton interchange)	Economic Assets	1,662,027
	International Advanced Manufacturing Park (IAMP)	Economic Assets	12,391,604
	Gateshead Quays	Economic Assets	2,767
	East Pilgrim Street	Economic Assets	2,395,648
Scale Up North East (inc. Supply Chain North East)	Economic Assets	590,000	

*continued overleaf*

The external project sponsors forecast spend is shown. The actual spend will depend on their delivery.

Category	Project name	Strategic Economic Plan theme	Forecast LGF budget 2019/20 (£)
<b>Approved projects in development with LGF budget allocations in 2019/20</b>	Centre for Excellence in Sustainable Advanced Manufacturing (CESAM)	Innovation	28,514
	International Centre for Connected Construction (IC3)	Innovation	94,826
	National Centre for Rural Innovation	Innovation	40,213
	Stephenson Challenge - ROCKET	Innovation	112,620
	Innovation Northumbria Incubator	Innovation	156,200
	NETPark Incubator expansion	Innovation	197,000
	North East Ambition Education Challenge	Skills	313,661
	Morpeth Station Gateway	Transport	8,500
	Transforming Cities	Transport	200,000
	5G Digital Sites and Investment Programme	Innovation	230,000
<b>Pipeline projects to be determined in 2019/20 with estimated LGF budget.</b>  The external project sponsors forecast spend is shown. The actual spend will depend on their delivery.	Newcastle Central Station Gateway - Stage 2	Transport	1,315,000
	Institute of Technology (IoT)	Skills	600,000
	High Growth Potential Start Ups	Economic Assets	109,792
	Centre for Chinese/UK Digital Business Development	Innovation	76,800
	Creative and Digital Innovation Hub	Innovation	125,000
	Woods II Incubator	Innovation	311,726
	Fenwick Incubator	Innovation	200,000
	Newcastle Helix Incubator and Accelerator	Innovation	220,564
	Sunderland Digital Incubation Programme	Innovation	148,000

### 2019/20 LGF programme risks

At the outset of the financial year 2019/2020, the following programme level risks have been identified. These risks are monitored on a regular basis by the Technical Officer Group.

Risk description	Consequence	Estimated cost impact	Probability (%)	Risk impact level	Risk owner	Action(s) to avoid or reduce risk
1. Underspend on LGF budget 2019/20	Possible withholding of future years LGF by MHLG	Severe	Low	High	S73 Officer - accountable body	Regular project monitoring/ temporary accountable body project swaps
2. Noncompliance with national Assurance Framework	Possible withholding of future years LGF by MHLG	Severe	Low	High	Chief Executive	Annual review and action plan to adhere to any new requirements
3. Change in the LEP accountable body	Impact on continuity of programme management	Limited	Moderate	Moderate	Chief Executive	Costs / benefits to be assessed and forward plan to be adopted
4. Annual performance targets under perform	Reputational impact.	Limited	Moderate	Moderate	Programme Managers	Projects challenged for 'optimism bias' / project level risks reviewed.

### 2019/20 Key performance indicators

All projects are required to submit quarterly and annual data monitoring forms. These are subject to verification checks and reported on a regular basis to the Technical Officer Group and Investment Board. A selection of national and local key performance indicators from current activities are set out below.

### LGF programme forecast outputs 2019/20

Key performance indicators	Forecast for 2019/20
Gross Jobs connected to direct employment site	1,000
Number of apprenticeship/traineeship opportunities created	178
Number of established / new businesses accommodated (local indicator)	67
Commercial Floorspace Constructed (m2)	69,623
Commercial Floorspace refurbished (m2)	85
Area of site reclaimed, (re) developed or assembled (ha)	53
Follow on investment at site (£)	£92m
New build training/learning floorspace (m2)	0
Number of learners at NVQ Level 3	-
Number of business receiving non-financial support	442
Number of business receiving financial support	206
Total length of newly built roads (km)	0.4
Total length of resurfaced roads	2.6
Total length of new cycleways	2.2
Construction Jobs (local indicator)	340
LGF annual budget expenditure	100
Number of education establishments engaged	105
LGF social media campaign – numbers engaged	10,000
% of LGF lifetime budget contracted	99

## Other funding programmes



### North East Enterprise Zones

The North East Enterprise Zones (EZs) were created to support economic growth by developing sites with key attributes to help businesses start up, grow and expand. Our EZs have been developed across two rounds - round one announced in 2013 and round two in 2016. Many of our round one sites now have businesses operating on them, with most of our round two sites in the process of investing in the infrastructure required to allow businesses to move on to these sites. To date, our investment of over £46m in EZ sites has unlocked £110m of private sector investment. At the end of 2018, more than 1,400 people are employed across 45 businesses on our EZ sites. By the end of 2019/20 our EZs will be home to more than 1,600 jobs and we will have invested more than £80m, unlocking more than £130m of private sector investment. During 2019/20, EZ sites are anticipated to deliver the following spend, investment and jobs:

	Up to 2018/19	Forecast for 2019/20
EZ funding spend	£46m	£37m
Follow-on investment	£110m	£24m
Jobs on EZ sites	1,400	270



### North East Investment Fund

The North East Investment Fund (NEIF) is a loan fund supporting the capital projects that encourage local economic growth and create jobs in our area.

It has been operating since 2012, utilising £25m of Growing Places Fund and £30m of Regional Growth Fund to invest on a sustainable basis in capital infrastructure projects which generate economic growth and job creation in line with the North East LEP objectives.

Over its operating period it has invested £68m in 27 projects, including money that has been repaid into the fund.

During 2019, work will continue to determine the scope of the investment funds to meet future need. By March 2020, we will set out the case for a commercial property investment fund model for the board to consider and if approved, have commenced an OJEU compliant procurement of fund manager and structure.



**European Union**  
European Structural  
and Investment Funds

### European Structural Investment Fund

The 2014-2020 European Structural Investment Fund (ESIF) was created to inject more than £500m into the North East.

Although the funds are held by Government, the North East LEP plays an important role to ensure these funds are used to deliver both the European goals of smart, sustainable and inclusive growth and support the delivery of the North East Strategic Economic Plan.

We worked with a wide range of partners to produce our ESIF Strategy that can be found [here](#). The strategy directly links with the priorities of the North East Strategic Economic Plan.

By 31 March 2020, government's managing authorities believe that the North East will have secured 76.4% of our notional ESIF funding into the North East.

## Five programmes of delivery

We have five programmes of delivery that set out our initiatives and projects that will deliver the ambitions of the North East Strategic Economic Plan, which can be found on our [website](#).

The five programmes are:

-  • Business growth
-  • Innovation
-  • Skills, employment, inclusion and progression
-  • Transport connectivity
-  • Investment and infrastructure

The delivery action plans that detail the deliverables of each programme by 31 March 2020, can be found at the back of this document.

The North East LEP Board is actively involved in monitoring delivery of the North East Strategic Economic Plan programmes and other work undertaken by the North East LEP.

The Board receives a detailed report at each board meeting showing the delivery status of each programme. These can be viewed on the board papers on the LEP website [here](#).

## Monitoring and evaluation

The North East LEP has commissioned consultants Steer Economic Development (Steer-ED) to undertake an interim evaluation of the North East Strategic Economic Plan and its programmes over a three year period from 2019 to 2021.

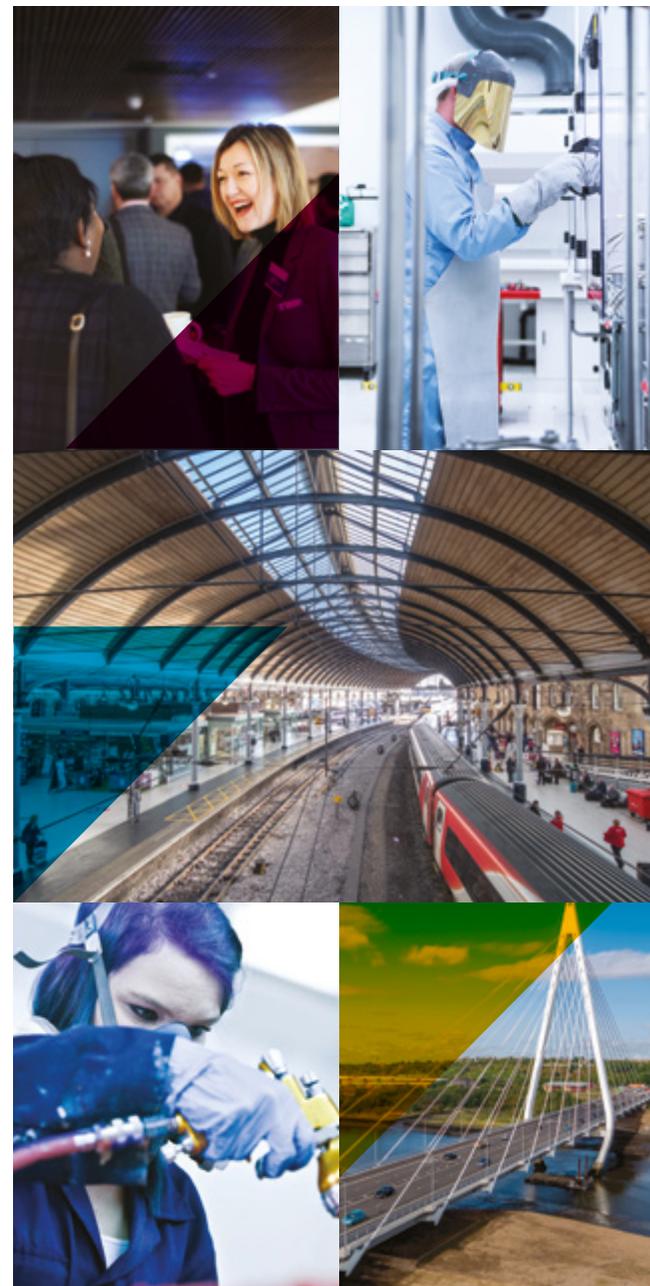
The evaluation will make recommendations to support continuous improvement in programme management and project delivery.

This will also enable the North East LEP to more intimately understand how the North East Strategic Economic Plan has been delivered, and how successful it has been in achieving its strategic objectives and to evidence what has worked well and what can be improved in delivery.

Now entering the sixth year of delivering the Strategic Economic Plan, the interim evaluation will evidence and strengthen its strategic rationale for intervention, collating and leveraging performance data about existing projects and highlighting specific case studies of best and/or innovative practice. Specifically, it is intended to:

- Assess the effectiveness and impact of delivery, reviewing performance across the programmes of delivery, areas of opportunity and enabling services set out in the Plan.
- Assess the effectiveness of the North East LEP in the varied roles it plays in supporting the economy.

Further work will continue across 2019/2020 which will be reported by Steer-ED as detailed in the Governance Action Plan at the back of this document.



## Strategic activity and partnership working

### Overview

During 2019/20, we plan to continue our key strategic activity and work closely with our partners and decision makers.

The North East LEP's Strategic Economic Plan is our fundamental framework and evidence base for a range of our strategic activity, documents and investment programmes.

Our key strategic activity is described below.

Our action plan of key strategic activity for 2019/20 can be found at the end of this document. It sets out how we work collaboratively across the region and beyond to ensure that together we are able to capitalise on the opportunities for the North East.



### Our partners

The North East  
Combined Authority

The North of Tyne  
Combined Authority

The Northern Powerhouse

The Borderlands  
Partnership

The Growth Hub  
Provider Network

The Rural  
Growth Network,  
The North East Farming  
and Rural Affairs Network

Finance  
providers, banks

North East businesses  
and their representative  
organisations

Education sector;  
universities colleges and  
schools

Other skills providers

Catapults

Community and  
voluntary sector

Transport providers  
(both local and regional),  
ports and airports

Government departments

## Influencing public policy through regional collaboration

**The North East LEP will continue its role to influence and develop public policy through its collaborative work with partners, this approach is undertaken to ensure that the voice and interests of the region are taken into account in UK policy frameworks.**

### The North East Brexit Group

The North East LEP recognises that Brexit is a complex area of debate and that economic output is only one aspect of it, however we have a responsibility to provide information on the economic outcomes in the most balanced and responsible way we can. We were therefore instrumental in forming the North East Brexit Group within the region following the decision to leave the European Union (EU).

The group provides a collective, single voice to contribute to and influence the on-going national dialogue around the UK leaving the EU. It is made up of members from business representative organisations, the education sector, trade unions, local authorities, the North East LEP and voluntary organisations.

The group to date has monitored and prepared evidence about the potential impact of Brexit scenarios and related economic issues, incorporating evidence, views, experiences and responses of business, education and other organisations in the North East region, aiming to ensure that a clear and co-ordinated North East voice is heard. The group has provided reports and responded to consultations and briefed both ministers and civil servants.

### Opportunities through our local public partners

We continue to remain future focused to take advantage of the opportunities stemming from economic change. We will continue during 2019/2020 to play a key role in regional governance, working closely with the North of Tyne Combined Authority, the North East Combined Authority and the seven local authorities.

### The North East Economic Evidence Forum

The North East Economic Evidence Forum (NEEEF), established by the North East LEP, brings together regional partners and national research organisations to build the North East economic evidence base. The purpose of the group is to be a collaborative forum, providing guidance and support towards the development of a robust evidence base that will underpin the delivery, evaluation and on-going development of the North East Strategic Economic Plan objectives.



### Working with other Local Enterprise Partnerships

The North East LEP will continue to engage in collaboration with other LEPs and Government to develop and take forward specific projects, sectors and initiatives in support of wider strategic policies and plans. We will continue to do this through:

#### NP11 group

The NP11 was established in the Northern Powerhouse geography in a formal capacity to champion the North East's economic growth. We continue to work alongside colleagues that brings together the 11 northern LEP's to promote northern growth, help raise our profile, attract investment and realise our economic potential.

#### Sharing our understanding of what works

Through our commitment to the ongoing development of the Strategic Economic Plan, we will continue to take a leading role in the region to help develop and co-ordinate economic analysis through research and evidence activities on behalf of the region. We will proactively share our evaluation evidence and learning with relevant stakeholders including delivery partners and other LEP's to support building knowledge and understanding of what works in economic development.

#### LEP Network

We will continue to actively engage through meetings and events with the LEP Network. Sharing good practice through regular contact with the Network's colleagues, engagement sessions and meetings.

## The North East Local Industrial Strategy

The North East Local Industrial Strategy will form a critical part of our delivery agenda during 2019/20.

Government announced that the regions will have the opportunity to develop a Local Industrial Strategy to demonstrate their contribution to the national Industrial Strategy. The North East's response is being led by the North East LEP.

We see the North East Industrial Strategy as a way of showcasing and developing our economic assets to improve economic wealth in the North East for the UK plc, as we as delivering against the UK's Industrial Strategy's five foundations of productivity. We plan to develop the North East's Local Industrial Strategy this year as follows:

Month	Local actions and engagement	National / central government engagement
April 2019	Ongoing workshops and local engagement following the Productivity Review	
May – June 2019	23 May – Report to the North East LEP Board	5 June – Analytical Committee 12 June – Cross government policy committee
July September 2019	Regional engagement event (16 July) Ongoing LIS development and engagement	Advice to ministers on LIS (July)
Autumn 2019	North East LEP Board final sign off	Cross government agreement Publication, subject to government timeline

## Other strategy collaborations

### Energy Strategy and Energy for Growth Programme

As part of the Government's approach to energy, all LEPs were asked to produce a local energy strategy. To support our development of this through 2019, the North East LEP secured £100k of funding from government.

The local energy strategy (Energy for Growth) identifies the challenges and opportunities for the region in the context of national policies such as the Industrial Strategy and Clean Growth Strategy. It also brings together a pipeline of projects that could be developed to meet these opportunities.

The North East LEP will continue work with cross-sector partners during 2019/20 to facilitate development of the strategic themes into a regional project pipeline through the Energy for Growth Programme.

The programme seeks to coordinate activity at a regional level, where strategic interventions can drive economic growth, job creation and competitiveness, while meeting national goals.

The programme is structured around two discrete workstreams; 'Offshore Energy & Subsea Technology' and 'Regional Energy'.

Offshore Energy & Subsea Technology focuses on a key industrial sector, with a specific set of stakeholders and a distinctive economic opportunity.

The Regional Energy workstream is focused on identifying and facilitating regional project opportunities across power, heat and transport.

### Borderlands Deal

The North East LEP will continue to engage actively with the Borderlands Project to ensure alignment with key North East strategies and provide ongoing support to the development, planning and delivery of activities being developed by the Borderlands partnership, working closely with Northumberland County Council and with the other partners beyond the North East LEP geography in both England and Scotland.

There is strong alignment to a number of the key priorities set out in the North East Strategic Economic Plan and areas of alignment to the North East Local Industrial Strategy in both key sectors and key aspects of the North East LEP's delivery programmes.

These include; the work on rural energy which is an identified priority in the North East LEP Energy Strategy; opportunities to promote rural innovation in areas such as natural assets, land industries and other rural sectors, building on the successful work which has been taken forward on water innovation; opportunities for enhanced digital and transport connectivity; and opportunities to co-ordinate business support, for example through the North East Rural Growth Network which has been widely recognised as an example of good practice nationally, most recently by the House of Lords Select Committee on Rural Affairs.



## **Our 2019/20 annual delivery plan actions**

# Annual Delivery Plan – Action Plan 2019/20

## The five Strategic Economic Plan programmes

### **Business Growth** By 31 March 2020, we will:

Activity	Key deliverables
<b>Increase demand for external business support and finance:</b>	<p>Develop the capability and capacity of the Growth Hub to deliver one-to-one and impartial diagnosis, triage and signposting to businesses and high potential start-ups.</p> <p>Provide intensive account management and managed brokerage to businesses that are scaling up and or have the potential to do so.</p>
<b>Ensure the supply of external business support and finance meets the needs of business and the economy:</b>	<p>Put mechanisms in-place to ensure engagement reflects the North East business demographic (e.g. local authority areas, gender, ethnicity, social enterprises, rural).</p> <p>Review the business support and finance landscape and design an ecosystem framework to underpin the Local Industrial Strategy and UK Shared Prosperity Fund.</p> <p>Introduce a Quality Assurance framework that will monitor the quality of service provided by external business support providers.</p> <p>Launch the High Potential Start-up pilot programme and measure its effectiveness in encouraging higher levels of high growth business formation.</p> <p>Develop an Internationalisation Strategy to form part of the North East Local Industrial Strategy.</p> <p>Develop the Growth Hub provider network schedule of CPD events for front line business support practitioners.</p>
<b>Continue to improve the region's economic resilience:</b>	<p>Develop Supply Chain North East to support diversification into new markets including integration with Sector Deal supply chain development programmes.</p> <p>Form an early response taskforce to respond to any economic changes as and when they arise.</p> <p>Continue the development of the Growth Hub to distribute up-to-date information on the business support and finance options available to support Brexit preparations.</p>



## Innovation

By 31 March 2020, we will:

Activity	Key deliverables
<p><b>Stimulate new business opportunities through the North East Open Innovation Challenge:</b></p>	<p>Run a scoping sprint to develop buy-in and partner support for the Open Innovation Challenge model and develop the North East specific needs.</p> <p>Complete a communication and promotions plan including appropriate website access.</p> <p>Identify and seek funding to provide capacity and supporting resources.</p> <p>Continue to work in collaboration with the Invite Programme. The programme is a collaboration of 9 European partners. In January 2019, an open call was launched to encourage UK SMEs to work with European partner companies to create a digital solution to a manufacturing problem that was highlighted by the North East automotive industry. During 2019/20 another pilot programme will be launched (March 2020) that will see us working in collaboration with overseas partners.</p>
<p><b>Prioritise a regional pipeline of projects to form a Strategic Investment Programme:</b></p>	<p>Complete a Project Prioritisation call and appraisal process to result in endorsed list of prioritised projects.</p> <p>Initiate a cycle of project monitoring sessions through the Innovation Board.</p> <p>Complete research to identify place-based gaps in support and indicate a suitable response.</p> <p>Hold coordination events with the Innovation SuperNetwork to prepare for national funding calls such as Strength in Places and Industrial Strategy Challenge Fund.</p>
<p><b>Continue to support our businesses to capitalise on local research and innovation capability:</b></p>	<p>Map a demonstrator asset base and develop a clear understanding of the full asset base in the North East through a Sectors and Competencies study.</p> <p>Engage with universities and catapults to identify and develop a more aligned approach to support.</p>
<p><b>Increase private sector investment into growing innovation businesses:</b></p>	<p>Support VentureFest and Finance Camp to run successfully and raise awareness of these event.</p> <p>Undertake a review of access to finance for investment including private sector investment and the North East Fund.</p> <p>Continue to support the North East Accelerator project and build learning from this into future plans for the business support environment.</p>
<p><b>Engage partners to identify and drive business growth through an Innovation Sectors and Competencies Programme:</b></p>	<p>Complete the Sectors and Competencies research Stages 1 and 2.</p> <p>Through this research we will identify current status and assets and develop priority areas for action, and governance proposals.</p>
<p><b>Coordinate regional partners to provide enhances innovation support activity:</b></p>	<p>Complete the Business Growth and Innovation model study to establish a new, coherent model for innovation business support in the North East with wide support amongst partners.</p>

## Skills, Employment, Inclusion and Progression By 31 March 2020, we will:

Activity	Key deliverables
	<p>We will have launched the North East Ambition primary pilot.</p> <ul style="list-style-type: none"> <li>• Be working with 70 primary schools to test a framework of primary careers provisions.</li> <li>• Have linked 40% of the pilot primary schools with a pool of business advisors to shape the direction of careers related learning at a primary level.</li> </ul>
<b>Deliver North East Ambition:</b>	<p>The North East Ambition Pilot project will allow the development of true partnerships between SMEs and educators in the drive to lessen the gap between skills demand and supply. We will:</p> <ul style="list-style-type: none"> <li>• Improve the supply of a skilled workforce, able to demonstrate they are ready and prepared for the world of work, and to address the often quoted belief that the North East does not have pipeline of talented employees.</li> <li>• Help employers and SMEs engage and partner effectively with educators, learners and wider communities.</li> <li>• Support educators to deliver good career guidance and achieve the 8 Gatsby benchmarks by most effective use of business partnerships and other available resources.</li> <li>• Support educators in the delivery of business-led curriculum in order for learners (and educators) to develop industry relevant skills and most importantly to facilitate the interface between business and education to do this.</li> <li>• Support 150 SMEs to engage with education through a variety of projects that make up North East Ambition.</li> </ul>
	<p>We will continue the adoption of the Gatsby Good Career Guidance Benchmarks by all secondary schools and colleges:</p> <ul style="list-style-type: none"> <li>• Engage actively through North East Ambition Team to actively engage 80-90% of all schools in the region through our Career Leaders Network and our online Careers Portal.</li> <li>• Continue to engage and develop new model of business engagement with the FE sector.</li> <li>• Establish a Special Educational Needs and Disabilities (SEND) specialised hub of 20 schools to support the embedding of Gatsby benchmarks in SEND setting.</li> <li>• Engage 70 schools with intensive support through careers hubs.</li> </ul>
	<p>Provide support and act as advocates for good career guidance nationally and internationally, providing expertise and support. Current partnership working includes working with education providers in Wales, Spain, the USA and Hong Kong.</p>

<b>Deliver Education Challenge:</b>	<p>Partner with the Department for Education and other key stakeholders to allocate the £24 million Opportunity North East funding to improve prospects for young people in the North East, boost social mobility and raise aspirations for children by:</p> <ul style="list-style-type: none"> <li>• Engaging with all of the ONE Vision Schools in the North East LEP area to provide support through the North East LEP and our wider networks</li> <li>• Supporting the strategic interventions agreed by the ONE Board and to provide input as and when required.</li> </ul>
	<p>Expand delivery of the Next Generation Learning Pilot focussing on school leadership, high quality continuing professional development (CPD), rich employer engagement, early preparation for next stage, a focus on wider skills, a focus on student well-being and teaching and learning through applied learning, project based learning and numeracy skills by:</p> <ul style="list-style-type: none"> <li>• Engaging with 6 pilot schools and their wider communities</li> <li>• Providing expertise to a wider cohort to schools, focussing on curriculum content development.</li> <li>• Being the first Ford Next Generation Community outside of the United States of America (US) and to act as Ambassadors across the UK and Europe.</li> <li>• Acting as a host region for an international Project Based Learning (PBL) symposium of expertise.</li> <li>• Developing an improved governance recruitment model.</li> </ul>
<b>Improve skills progression:</b>	<p>Start to develop an asset map for the region within FE, HE and other provision to inform future investment.</p>
	<p>Develop a pilot outline, to help individuals recognise and record their transferable skills by working with key organisations for example, the Gatsby Foundation, Chartered Institute of Personnel Development (CIPD) Business in the Community (BITC) and EY Foundation.</p>
	<p>Work with the Apprenticeship Growth Partnership and other partners to encourage a 10% increase in Higher/Degree level apprenticeships.</p>
	<p>Develop an action plan with ESFA to support partners to implement good quality T-levels and specialist technical education to widen choices for young people.</p>
<p>Work with North East universities and universities from outside of the region to secure funding to deliver a university pilot project focussing on careers and opportunities.</p>	
<p>Deliver phase three of the 'Live Work and Stay' campaign for recent graduates and skilled workers.</p>	

<p><b>Decrease youth unemployment:</b></p>	<p>Continue to work with partners to maintain the current progress in the reduction of unemployment in young people and to encourage training and entry into employment in key growth areas. To learn from the highly successful Generation North East and develop future models to prevent youth unemployment.</p> <p>Provide specialist intensive support for those most distant from the labour market because of disadvantage, poverty and poor physical and mental health, by developing calls through the remaining European Social Fund (ESF) programmes to tackle the most acute challenges in targeted and holistic support.</p> <p>Grow the number of apprenticeships by developing access courses in consultation with local employers and training providers.</p> <p>Ensure young people are able to develop their digital skills. This requires digital skills to be built into school, FE and HE courses.</p> <p>Explore new models of delivery including the Institute of Technology (IoT) and promoting support for young people in education employment or training includes digital skills training.</p> <p>Develop a Digital Strategy which has also has a strong focus on short, medium and long term interventions to address digital skills shortages, including a focus on diversity challenges, quality and quantity of provision and in-work training.</p>
<p><b>Improve labour market activation:</b></p>	<p>Continue to develop holistic packages of support for people facing health barriers to employment, building on successful projects such as Mental Health Trailblazer and Working Links, showcasing the benefits of collaboration and wider dissemination of the demonstrable benefits and outcomes from bespoke and holistic programmes.</p> <p>Ensure support is in place for those that have moved from unemployment or inactivity into work to help them progress and acquire further skills by working with key partners, develop and pilot schemes include National Retraining Scheme and to capitalise on opportunities through other sources.</p> <p>Increase take up of Better Health at Work Awards (BHAWA) and similar schemes to employers by working with trade unions, business organisations and sector organisations, to continue to promote the benefits and return on investment of BHAWA to all businesses and employers.</p>
<p><b>Ensure connected communities:</b></p>	<p>Provide targeted support for communities and individuals, focussing on those with multiple barriers or protected characteristics, and ensure this is a strategic funding priority:</p> <ul style="list-style-type: none"> <li>• Identify key barriers and challenges (e.g geographical and access to training) in order to use an evidenced based approach to deploying resource.</li> <li>• Work to secure funding and other resources to ensure that all North East residents are able to develop their digital skills regardless of their age, location or economic status</li> <li>• Working with government departments, combined authorities, local authorities as well as local communities, the voluntary sector and businesses to prioritise digital skills.</li> </ul>
<p><b>Promote Fuller Working Lives:</b></p>	<p>Continue to develop and implement the North East's Fuller Working Lives (FWL) Strategy with a supporting communications plan that targets employers and addresses the challenges and opportunities around this agenda.</p> <ul style="list-style-type: none"> <li>• Raise awareness of the FWL agenda and the challenges to be addressed</li> <li>• Ensure that FWL and the older workforce are a priority – in-work training, connected communities and improved support to access the labour market.</li> </ul>



## Transport Connectivity

By 31 March 2020, we will:

Activity	Key deliverables
<b>Continue to progress ongoing transport project delivery:</b>	<p>The Go Ultra Low North East project will have delivered 11 rapid charging hubs at strategic locations around the region and 56 SMEs will have received 12 hours of targeted support and advice about the potential benefits of switching to an Ultra-Low Emission Vehicle (ULEV).</p> <hr/> <p>Delivered 10 EV rapid charging posts for use by the taxi industry. The charge points are funded by the OLEV Taxi Fund.</p> <hr/> <p>The A1 Scotswood to North Brunton and Birtley to Coal House widening schemes are planned to start construction in 2020.</p> <hr/> <p>Morpeth to Felton dualling scheme is due to start before the end of 2019/20.</p> <hr/> <p>By March 2020 major improvements at two junctions on the A69 will be approaching completion, one at the A69/A6079 Bridge End roundabout and one at the A69/A68 Styford roundabout.</p>
<b>Received a final funding award from the Transforming Cities bid:</b>	<p>In November 2019, we will submit our final programme of schemes for the Transforming Cities Fund, in the form of a strategic outline business case, to the Department for Transport. We will have received a final funding award from Government by the end of March 2020.</p> <p>A programme evaluation plan continues to be developed for the Transforming Cities Fund. The evaluation is based around transport outcomes (additional trips by public transport and sustainable transport modes) and achieving wider objectives (improving the catchment area for key employment and training opportunities, broadening employment opportunities for people seeking a new job).</p>

**Continue to improve and deliverable better connectivity through improved infrastructure:**

The Metro Infrastructure Renewals programme will deliver the following:

- Completion of track renewals from Gateshead Stadium to Felling
- Completion of rail renewal in the Central Area Tunnels from the QEII Bridge to Gateshead Stadium
- Continued progress in renewing Overhead Line Equipment - a programme continuing to 2025
- Remedial work to Crossgate viaduct in South Shields Transport Interchange (including funding through Local Growth Fund)
- Completion of Station refurbishment at Monkseaton, West Monkseaton, Cullercoats, Shiremoor, Palmersville, Benton and Longbenton
- Close out of the Radio system project
- Close out of the Rail Traffic Management System Project
- Renewal of critical point motors – replacing obsolete and difficult to maintain components
- Final commissioning of network wide multi-functional relays – giving enhanced protection in fault conditions
- Continued fleet investment – to improve reliability of current Metro Fleet
- Completion of South Shields Transport Interchange (funded through Local Growth Fund)
- Substantial completion of the Nexus Training and Maintenance Skills Centre (including funding through Local Growth Fund).

The Metro Infrastructure Renewals Programme is subject to periodic review and challenge which is carried out by the Nexus Programme Management Office. This approach ensures robust cost, programme and delivery information is captured and recorded. Periodic reporting and further scrutiny is provided by a Capital Steering Group and the Nexus Senior Leadership Team. Further reporting is provided to the Department for Transport (DfT) via a Programme Board. Additionally, The DfT appoint specialist consultants to review Nexus Project and Programme Management Processes, Capacity and Capabilities on a regular basis (intervals of between 2-3 years) and action plans are agreed and subsequently tracked.

**Use transport to drive, innovation and business growth:**

We will continue to use transport as an enabler, it links people to employment opportunities, generating economic growth. Enhanced transport connections also improve access to the labour market for businesses, generating business growth. Improved access to labour markets can also attract businesses to the region.

We will continue to improve transport connections, which also make it quicker and easier to transport goods and freight, which enables the economy to grow.

Investment in the East Coast Mainline will provide the capacity and line speeds necessary to meet existing and future requirements, benefitting the region's economy.

We will ensure our focus of the Transforming Cities Fund bid to ensure delivery of improved access to jobs, training and housing through investment in public transport and sustainable transport. This investment will make it easier for residents to access employment opportunities via sustainable transport.

Through the Future Mobility Zone proposal we will seek funding which will enable us to trial new forms of mobility services modes or models across the region. Future Mobility Zone funding would allow us to start to develop concepts which address travel demands. These concepts may include developing new technologies and forms of mobility that best meet the needs of the region's residents.



## Investment and Infrastructure

By 31 March 2020, we will:

Activity	Key deliverables
	<p>Programme managers to attend each North East LEP Investment Board that meets on six occasions during 2019/20, ensuring that the governance arrangements set out in the Local Assurance Framework are carried out regarding funding decisions.</p>
	<p>Submit quarterly progress monitoring dashboards to the North East LEP Investment Board.</p>
	<p>Continue to submit quarterly monitoring returns to Ministry of Housing, Communities and Local Government regarding the Local Growth Fund (LGF) and Enterprise Zones.</p>
<p><b>Continue to manage the already secured North East LEP funding effectively:</b></p>	<p>Project sponsors to achieve the below LGF key performance indicators forecast outputs 2019/20.</p>
	<ul style="list-style-type: none"> <li>• 1,000 gross jobs connected to direct employment site</li> <li>• 178 apprenticeship/traineeships opportunities created</li> <li>• 67 established / new businesses accommodated (local indicator)</li> <li>• 69,623m<sup>2</sup> commercial floorspace constructed</li> <li>• 85m<sup>2</sup> commercial floorspace refurbished</li> <li>• 53ha area of site reclaimed, (re) developed or assembled</li> <li>• £92m follow on investment at site</li> <li>• 0m<sup>2</sup> new build training/learning floorspace</li> <li>• 0 learners at NVQ Level 3</li> <li>• 442 business receiving non-financial support</li> <li>• 206 business receiving financial support</li> <li>• 0.4km total length of newly built roads (km)</li> <li>• 2.6km total length of resurfaced roads</li> <li>• 2.2km total length of new cycleways</li> <li>• 340 construction jobs (local indicator)</li> <li>• 100 LGF annual budget expenditure</li> <li>• 105 education establishments engaged</li> <li>• 10,000 LGF social media campaign – numbers engaged</li> <li>• 99% of LGF lifetime budget contracted.</li> </ul>
	<p>Lead a 12 month social media campaign to showcase progress and the impact that the LGF projects are having across the regional economy.</p>
	<p>Continue to hold the Technical Officer Group meetings held on a regular basis in line with the North East LEP Investment Board dates, that will monitor programme level risks.</p>
	<p>The following Enterprise Zone sites will have come forward with funding proposals to allow for infrastructure and enabling works to be undertaken:</p>
	<ul style="list-style-type: none"> <li>• Royal Quays Enterprise Zone (North Tyneside)</li> <li>• North Bank of Tyne Enterprise Zone (Newcastle upon Tyne)</li> <li>• Holborn 2 Enterprise Zone (South Tyneside).</li> </ul>
	<p>Have significant infrastructure works underway or complete on four more Enterprise Zone sites, that will be ready to secure private sector investment at:</p>
	<ul style="list-style-type: none"> <li>• Follingsby Max (Gateshead)</li> <li>• Jade Business Park (County Durham)</li> <li>• International Advanced Manufacturing Park (Sunderland and South Tyneside)</li> <li>• Northumberland Energy Park (Northumberland).</li> </ul>
	<p>Enterprise Zone sites in total will be home to more than 1,600 jobs with LEP investment, having been more than £80m in the sites, unlocking more than £130m of public sector investment in total.</p>

<b>Coordinate partners to develop a regional project pipeline based on spatial economic priorities:</b>	Work with our partners to start and develop a spatial statement for the North East.
	Build on the development of the spatial narrative to research and develop a strategic project pipeline for the North East.
	Continue to work with our partners and coordinate regional bid activity to secure funding for the region, as required.
<b>Secure additional investment in the North East:</b>	Make preparation for any future funding throughout the year including the proposed UK Shared Prosperity Fund.
	Work with partners partners to publish ESIF 'call documents' to secure the notional ESIF funding to the North East. Government believes they will have allocated 76.4% funding by March 2020.
	Set out the case for a commercial property fund model, using North East Investment Fund funding, for the North East LEP Board to consider, and if approved begin an OJEU procurement of Fund Manager.
<b>Increased access to finance for businesses to invest:</b>	Work with the North East Fund Limited to maximise its investment potential for North East SMEs.
	Work with North East Finance and North East Access to Finance to understand how to to optimise use of legacy funding to support North East initiatives.

## Strategy, policy, evidence and analysis – By 31 March 2020, we will:

Activity	Key deliverables
<b>Develop and publish a North East Local Industrial Strategy (LIS):</b>	<p>Finalise the LIS evidence base and deliver our annual 'Our Economy' event in May 2019.</p> <p>Complete an engagement programme with key stakeholders.</p> <p>Develop a series of propositions for inclusion in the North East Local Industrial Strategy.</p> <p>Co-produce the North East LIS with government and key partners.</p> <p>Launch the LIS in accordance with the government's timetable.</p>
<b>Influence public policy through collaboration:</b>	<p>Continue collaborative working on Brexit through the North East Brexit Group. Continue to co-ordinate monitoring data to support preparations nationally and to support the group through key activity required in response to economic or governance changes.</p> <p>Continue the work programme of the North East Economic Evidence Forum to:</p> <ul style="list-style-type: none"> <li>• Advise the North East LEP on current research and evidence activities</li> <li>• Identify opportunities for collaborative research across forum members</li> <li>• Develop a communication strategy in 2019/2020 to consider how the group will engage with wider audiences through different channels including social media, blog posts, etc.</li> </ul> <p>Build a North East LEP wide research programme to ensure that we continue to build our evidence base and take forward our commitment to build our capacity for being evidence led in our work.</p> <p>Continue to facilitate the development of strategic approaches to the development of the Areas of Strategic Importance the Strategic Economic Plan.</p>
<b>Continue to work collaboratively across the Northern Powerhouse region:</b>	<p>Continue to work alongside colleagues across the 11 northern LEP's to promote northern growth, help raise our profile, attract investment and realise our economic potential.</p> <p>Continue to take on a leading role in the region to help develop and coordinate economic analysis, promote collaborative action in key areas of shared interest and share our understanding of what works. We will also work on other economic geographies to progress action which can deliver priorities in the SEP and the LIS including the East Coast mainline.</p> <p>Continue to proactively share our evaluation evidence and learning with relevant stakeholders including delivery partners and other LEP's; to support building knowledge and understanding of what works in economic development.</p> <p>Continue our active engagement through meetings and events with the LEP Network. Sharing good practice through regular contact with network colleagues, engagement sessions and meetings.</p>

## Governance – By March 2020 we will:

Activity	Key deliverables
<b>Continue to implement the LEP Review recommendations:</b>	Review the LEP constitution in line with the LEP review recommendations.
	Hold our first public Annual General Meeting.
	Continue to publish our strategic plans and documents online to ensure these are accessible to the wider public, communities and businesses.
	Maintain digital communications, which is central to our approach to stakeholder engagement.
	Publish the North East LEP Annual Delivery Plan following board approval in May 2019.
	Continue to ensure that the North East Assurance Framework remains a live document that is regularly updated to reflect ongoing updates and developments.
<b>Continue the evaluation of the SEP delivery:</b>	<p>Continue to work with Steer Economic Development, consultants delivering the external evaluation of the Strategic Economic Plan. During 2019/20 they will:</p> <ul style="list-style-type: none"> <li>• Review the baseline report prepared in 2018 to reflect the structure of the updated North East Strategic Economic Plan.</li> <li>• Carry out the next phase of stakeholder consultations which will reflect on current North East LEP.</li> <li>• Undertake a series of mini project evaluations across the five programmes of delivery to supplement the evaluation evidence base.</li> <li>• Capture further Strategic Added Value data to build further understanding of the strategic impact of the North East LEP which can contribute to the overall assessment of economic impact of the North East Strategic Economic Plan.</li> </ul>
	<p>To support this activity, we will:</p> <ul style="list-style-type: none"> <li>• Formalise the process of capturing its Strategic Added Value</li> <li>• Build on the individual programme recommendations set out in the Annual Report 2019</li> <li>• Develop a project action plan that sets out the project level evaluations to ensure alignment with the overarching SEP evaluation, and work with programme teams to ensure that evaluation activities are embedded across all programmes.</li> <li>• Develop a communication plan for evaluation findings – both internally across projects and sharing with external partners.</li> </ul>