

Enterprise M3 Board

26 March 2020

Enterprise M3 - Delivery Plan 2020-21 – Item 12

Enterprise M3 Board Members are asked to:

NOTE: Progress to complete the Enterprise M3 Delivery Plan 2020-21;

AGREE: Key strategic aims and delivery programmes; and,

AGREE: Delegated authority to the Chief Executive to finalise the Delivery Plan and publish online

NOTE: This paper and plan was prepared prior to the full impact of COVID 19. At the time of writing it is still unclear what Government expect of LEPs and Growth Hubs.

1 Background

- 1.1 Last year the Ministry of Housing, Communities and Local Government (MHCLG) issued guidance requiring each LEP to submit a Delivery Plan (to be published in May 2019). This year the guidance is the same.
- 1.2 The purpose of the Delivery Plan is twofold. Firstly, to be used by government to assess annual performance and form a key plank of the Annual Performance Review assessment, especially in the area of delivery. Secondly for us as a company to set out what the priorities for the year are, and what will be delivered.
- 1.3 This year the Delivery Plan will be intrinsically linked to the emerging Local Industrial Strategy. It will be an important document to enable us to utilise resources in the most effective way, to prioritise new projects, and to track progress in year.

2 How it fits with the strategic documents

- 2.1 The Delivery Plan sets out the key areas of focus over the year ahead – delivering the LIS, Delivery of projects and outputs, collaboration and convening, effective communications and monitoring and evaluation. The plan articulates how the EM3 will contribute to the delivery of the vision and outcomes in the LIS.
- 2.2 The **Strategic Economic Plan** sets out the direction of travel of the EM3 LEP in our globally competitive digital, design and knowledge-based economy. The **Local Industrial Strategy** is in its final stages of completion and is due to be published later this year. The Local Industrial Strategy represents in-depth research, analysis and understanding of SEP themes.
- 2.3 The **delivery plan** looks at the findings of the LIS analysis and from those, sets out the action plan for the next year for the EM3 LEP. It is important to note that the delivery of the LIS is by multiple partners and not by the LEP alone. This delivery plan acts as a synthesis of activity of the LEP.

3 The Outline Delivery Plan

- 3.1 The Delivery Plan describes the core strategic aims for the LEP in 2020-21 and these are in part taken from the emerging LIS

Aim 1: Support the success of our businesses in exporting, innovating and as employers which are fundamental to growth and productivity

Aim 2: Support the EM3 area as a great location in which to do business

Aim 3: To strive to continuously improve the business to ensure the LEP remains agile and using its resources in the most efficient and effective ways

Aim 4: To have a strong evidence-base at the heart of what we do and develop strategies collaboratively to set out our priorities to address the key issues

3.2 These strategic aims will be delivered by our delivery programmes and operations. The Delivery Plan document will summarise, one page for each programme - why it's important; what are the plans for the year; what will be delivered and how will we measure success. In summary, the aims will be delivered in the following way:

Aim 1: Support the success of our businesses in exporting, innovating and as employers which are fundamental to growth and productivity

How we will do this:-	Delivery programme
a) Stimulate more innovation and greater commercialisation of knowledge	Sector programmes Growth Hub
b) Meet business needs, promoting a better skilled, supported and healthier workforce	Skills Advisory Panel CEC
c) Increase the number of businesses engaged in exporting, and support existing exporters	Exporting programme Growth Hub

Aim 2: Support the EM3 area as a great location in which to do business

How we will do this:-	What this means for the EM3
d) Contribute to a step change in digital connectivity to meet business needs and open up opportunities for implementing smart systems and transforming public services	Sector programmes Capital programme EZ
e) Develop clean growth and natural capital potential in shaping economic growth	Strategy work – Low Carbon/Clean Growth/Energy Strategy Capital programme
f) Support future economic vitality and viability of our towns	Capital programme EZ
g) Support projects – smart mobility	EZ
h) Increase supply and diversity of housing to improve recruitment and retention of the people that business needs	Capital programme

These aims and delivery mechanisms are to be enabled by:-

Aim 3: To strive to continuously improve the business to ensure the EM3 remains agile and using its resources in the most efficient and effective ways

To enable these aims to be delivered the EM3 requires efficient and effective internal processes to be in place, such as finance management, governance, procurement processes, and monitoring & reporting. This will also be achieved by implementing the restructure agreed by the Board in November 2019 and delivering our key requirements as a company (AGM, Annual Report, audits etc)

Aim 4: To have a strong evidence-base at the heart of what we do and develop strategies collaboratively to set out our priorities to address the key issues

A strong evidence base is imperative for the EM3 to ensure that we are focussed on the right activity and prioritising projects in the right way, and this is fundamental to everything we do. We therefore have a number of strategies that are being developed that will, based on strong evidence base, set out WHY we need to deliver and WHAT we will deliver in these key areas – finalising the Local Industrial Strategy, the clean growth energy strategy, Skills strategy

3.3 Enterprise M3 has **£48m of capital funding available** in 2020/21 for projects that support our vision. This funding will be used **to support 29 projects across Hampshire and Surrey** and £6.4m will be delivered on a loan basis, thus maximising the funding available to us. Through the entirety of our capital programme and through the activities of our Growth Hub, Careers and Enterprise Company and Enterprise M3 Funding Escalator we expect to deliver:

- Housing – 1,200 homes completed
- Jobs created/safeguarded – 2,500 jobs
- Commercial floorspace – 14,000 sqm completed
- Apprenticeships supported – 400
- Learning floorspace – 2,500 sqm completed
- Learners supported – 1,200

3.4 Other detail within the document will include an outline of the strategic activities that support the delivery. Included here are details of our cross-border working, work with Southern LEPs (eg as part of a cluster), Innovation South, Heathrow developments and Transport for the South East.

3.5 There will also be a section on the resources required to support delivery of the plan in terms of staffing and finance.

4 Monitoring of the Delivery Plan

4.1 Performance against the plan will be monitored regularly by EM3 team. There will continue to be a standing item at board meeting reporting progress against the plan.

5 Conclusion

5.1 This plan is to cover the period 2020-21 only and is recommended for agreement.

Rachel Barker
EM3 Assistant Director
10 March 2020