



SHAPING OUR VISION FOR THE FUTURE

EM3 Board Meeting
27 May 2021

ABOUT THESE SLIDES

- The following slides set out **a vision for the future of Enterprise M3 Local Enterprise Partnership (EM3 LEP)**, as a **draft for discussion** by the EM3 Board. The future vision has been shaped through discussions of the Board, and with our stakeholders and staff, between March and May.
- The future vision is **a response** to:
 - **the integration of the Growth Hub and the LEP into a single organisation**, which took place at the beginning of April
 - **changes to our economic and policy environment** (e.g. a new phase in the response to the economic impact of Covid-19, a reduction in the role of LEPs as funders)
 - **the government review of how LEPs should evolve**, which is currently underway
- Subject to feedback from the Board, we will **use the future vision** over the next few months to:
 - inform further **discussions with partner organisations** about how we will work together in future
 - help **our staff** to understand the direction of travel of our organisation and how it will need to change
 - ensure that we are **feeding the right messages into the LEP review process**
- By developing the future vision, we are demonstrating to our stakeholders and staff that we are **owning our future**. At the same time, we need to be responsive to changes in government priorities. We therefore expect that we will need to **review and refine** the future vision:
 - when we know the conclusions of **the LEP review** (expected in **June or July**)
 - after the next government **spending review**, which will determine our core funding for future years (expected in **the autumn**)

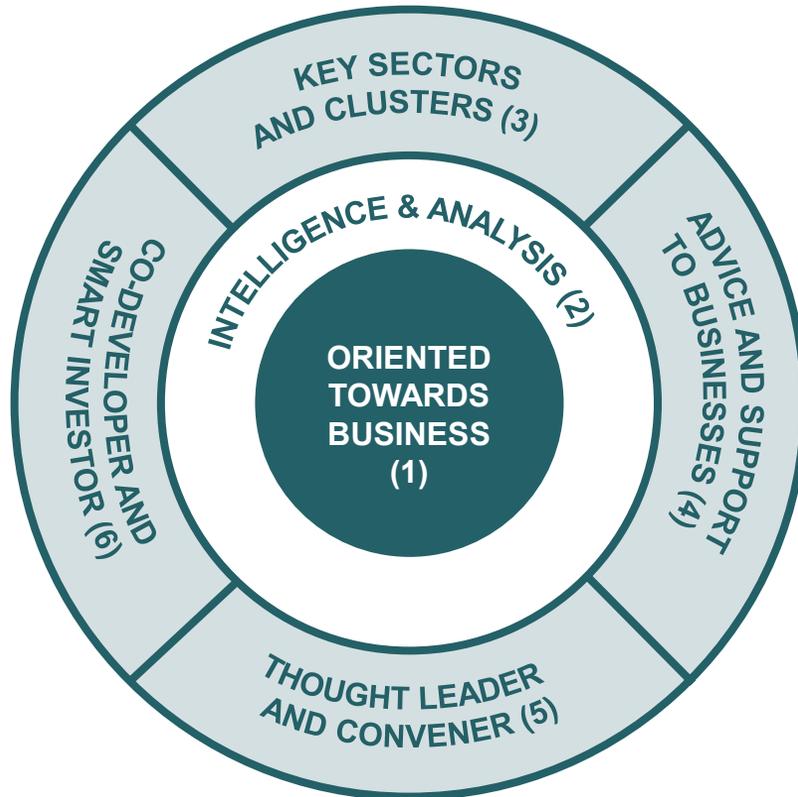
Appendices

- Appendix One (slides 8 to 10) sets out some key information about **the LEP review**, including the **three key functions for LEPs** which have emerged from the early stages of the review.
- Appendix Two (slides 11 to 19) sets out **key themes from discussions which have shaped the draft future vision**: the EM3 Board workshop held in March; subsequent meetings with business organisations, local authorities and FE colleges; and a workshop with all EM3 staff held earlier this month. A meeting with our university partners is scheduled for 25 May.

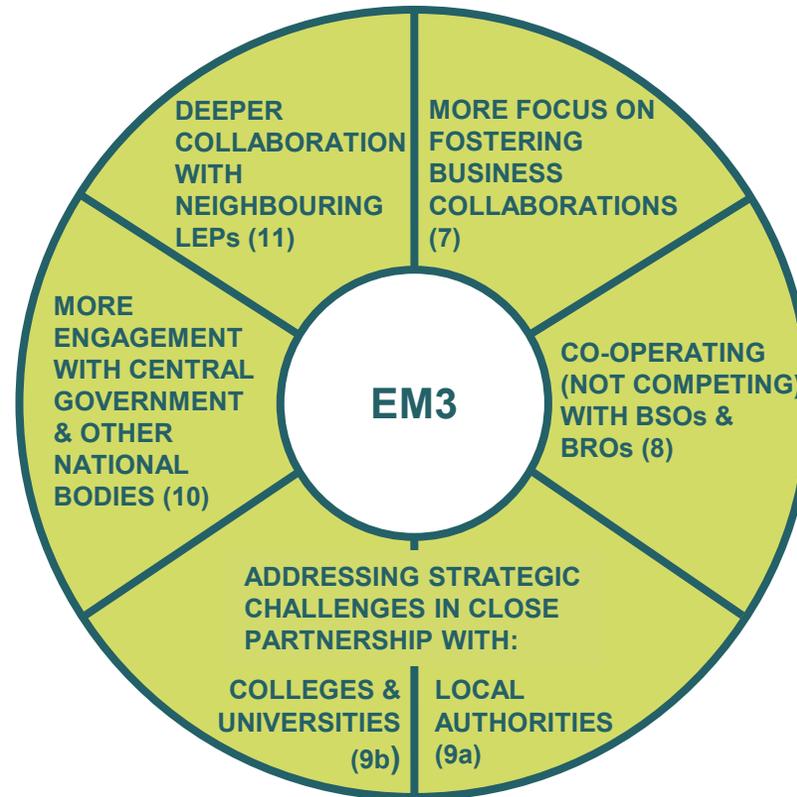
FUTURE VISION – OVERVIEW

Numbers in brackets refer to the statements on the following three slides

FOCUS



COLLABORATION



CULTURE AND OPERATIONS



FUTURE VISION – FOCUS

1. The whole organisation (with the LEP and Growth Hub fully integrated) will be **oriented towards supporting businesses** and **creating an environment in which business can succeed**
2. We will continue to use **economic intelligence and analysis** to inform everything we do*
3. We will develop further our focus on promoting innovation, trade, inward investment and growth in **key sectors and clusters***
4. We will provide **tailored advice and support directly to businesses**, and **shape the business support ecosystem** in our area through collaboration with other business-facing organisations*
5. We will develop our capability as a **thought leader, convener and influencer**, to enable **strategic economic and system change** in our area e.g. clean growth, joining up the skills system
6. We will increasingly be a **co-developer of a few key initiatives** with partners (e.g. digital infrastructure), and will make **smaller but smarter investments** that mobilise much greater resources

* Points 2, 3 and 4 are aligned with the three key functions for LEPs which have emerged from the early stages of the LEP review – see slide 10.

FUTURE VISION – COLLABORATION

7. Our partnership working will increasingly involve **fostering collaborations and networks between businesses**, including peer to peer support
8. We will **co-operate, not compete, with other business support organisations and business representative organisations**, based on a clear understanding of our distinctive role and value proposition
9. We will continue to work in close partnership with all of our (a) **local authorities** and (b) **colleges and universities** – providing them with economic insight, working with them to address major strategic challenges, and facilitating joined-up working across geographical boundaries
10. We will increase our engagement with **central government and other national bodies**, in order to strengthen our ability to make the case for our area and its businesses, and the wider southern region
11. We will deepen our **collaboration with neighbouring LEPs**, in order to increase our collective influence, share expertise and exploit economies of scale

FUTURE VISION – CULTURE AND OPERATIONS

12. We will become **more expert** – our skills mix will change, to strengthen key capabilities such as economic intelligence and analysis, thought leadership, and sector-specific business insight
13. We will become **more agile** – so that we can respond more quickly to business demand, opportunities to work with partners, and changes to government policy, with the ability to deploy a mix of internal and external resources flexibly
14. We will become **more commercial** – with the skills needed to sell ourselves and be fully credible with businesses, and an increased focus on income generation
15. We will become **better at technology** – increasing our understanding of future technologies and their importance for the area's businesses and economy, and applying those technologies within our own organisation
16. We will **maintain our existing strengths** in and reputation for: developing strategy; excellent, transparent governance; working with partners in an open and impartial way; and effective delivery

OUR AMBITIONS ARE TO...

Our **draft 2020/21 Annual Report** sets out the following **ambitions**. Drawing on expectations of the LEP review, the Board workshop and our stakeholder engagement, these ambitions begin to demonstrate how we will translate our vision for the future of EM3 into action.

- Maintain our reputation for strong **strategic leadership**, rooted in quality **economic and business intelligence**
- Help deliver a strong **economic recovery and renewal** in our towns and rural areas
- Move the region and its communities to Net Zero, by **supporting business opportunities in a low carbon economy**
- Lead a step change in **superfast digital connectivity** in our towns and rural areas
- Promote the area's **competitive advantage**, attract **foreign investment** and accelerate **international trade**
- Provide **expert support for a wide range of businesses** to innovate, grow and create jobs, in a low carbon and high performing economy
- **Bring employers, trainers and learners together** to generate the skills needed in a low carbon and high performing economy
- Continue to facilitate **strong partnerships** which deliver the benefits of scale and spark the creativity of diversity



APPENDIX ONE – ABOUT THE LEP REVIEW

THE LEP REVIEW

- **Evolving** the form, functions and geographies of LEPs
- How best to support **productivity, growth and businesses**
- **Policy change**, not LEP performance, is the key driver
- Evolved LEPs will be **even more business-led**, and engage strongly with local authorities
- Lead Minister is **Paul Scully** (BEIS)
- Aiming to conclude by **the Summer**, to inform the Spending Review
- New operating model to be at least partly in place by **2022/23**
- **Questions to be considered:**

<ul style="list-style-type: none">• Objectives• Functions• Form• Departmental ownership• Geography	<ul style="list-style-type: none">• Representation• Relationship with local government• People implications• Funding• Implementation
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THE LEP REVIEW – THREE KEY FUNCTIONS FOR LEPS

FUNCTION ONE:

To **provide** place-based economic expertise and insight to central and local government

FUNCTION TWO:

To **identify** key local sectors and industries, and to design and **deliver** interventions to make them more competitive, making the most of local opportunities

FUNCTION THREE:

To **deliver** a programme of joined-up, expert and tailored business advice and support for local businesses



APPENDIX TWO – KEY THEMES FROM BOARD, STAKEHOLDER AND STAFF DISCUSSIONS

KEY THEMES FROM EM3 BOARD WORKSHOP ON 11 MARCH

- **Thought leadership** – future-focused, evidence-based, apolitical, with local insight
- **Enabling change** e.g. clean growth / decarbonisation, future of town centres
- **Promoting innovation** in key sectors e.g. space, gaming
- **Intelligent spending** – making the case for funding, based on an understanding of local needs
- **Working across boundaries** to enable strategic initiatives e.g. the fibre spine
- **Improving connections within the skills system**, particularly between providers and employers
- **Convening partnerships:**
 - across businesses and a range of other partners
 - with local authorities (including helping to bring businesses and local authorities together)
 - with neighbouring LEPs (achieving economies of scale and promoting the South)
- **Fewer small scale infrastructure projects e.g. roundabouts**
- **Broaden relationships and raise profile**, particularly with businesses
- **Entrepreneurial and innovative spirit**

KEY THEMES FROM MEETING WITH BUSINESS ORGANISATIONS ON 26 APRIL

- EM3 needs to be **more business-facing** and **driven by the needs of business**
- EM3 should build on its work to develop key **sectors and clusters**
- We need to understand the **respective roles** of organisations providing support to businesses (e.g. which are wholesalers, which are retailers?) and **simplify the landscape** for both business support and promotion of inward investment
- We need to take **a collaborative approach**, working across boundaries, **not** compete with each other
- EM3 needs to clearly explain our **strategy and value proposition**, going forward
- **Branding and communications** are key: ineffective messaging (e.g. too many acronyms) can be a barrier for businesses; talking about “growth” is not an effective way to engage small businesses; should the Growth Hub be called the Business Hub?

KEY THEMES FROM MEETING WITH LOCAL AUTHORITY CHIEF EXECUTIVES ON 22 MARCH

- The LEP plays a **strategic role, working across boundaries**
- There is a key role for EM3 in **supporting districts/boroughs with their economic development work** and providing **expertise and economic analysis** e.g. enabling experimentation, combining funding and ideas, sharing lessons
- **We should work together to promote enterprise**, create an environment that will attract talent, attract businesses that are looking to relocate, and provide upskilling opportunities and quality jobs for local people (particularly young people)
- There is a shared concern about **the future of our high streets**
- We should be **bolder and bigger** (e.g. extending the fibre spine), focus on one or two big ideas that we can rally around, be assertive in making the case for investment to government
- **Collaboration with neighbouring LEPs** (Coast to Capital, Solent) **is key**
- How can LEPs in the South East galvanise **collective lobbying power** in response to the Levelling Up agenda?

KEY THEMES FROM MEETING WITH LOCAL AUTHORITY CHIEF EXECUTIVES ON 28 APRIL

- EM3 should **operate at a strategic level**, helping local authorities to take **a more joined-up approach** in areas such as: economic recovery plans; regeneration; decarbonisation; business support services; investment in infrastructure (including digital); and attracting funding
- EM3 activity needs to **complement** the work of local authorities, not duplicate it – we should consider putting in place **a more structured approach to collaboration**
- Future **areas of focus for EM3** should include:
 - promoting trade post-Brexit
 - skills
 - digital infrastructure
 - making the region's case to government
 - innovation
 - support for specific sectors
 - advice and support to businesses
 - providing business intelligence

KEY THEMES FROM MEETING WITH FE COLLEGE PRINCIPALS ON 13 MAY

- FE colleges **highly value their existing collaboration with EM3**, and in particular:
 - **effective communication and dialogue** between EM3 and colleges
 - EM3's role as **an independent convener**, helping colleges to work together to address **shared challenges** e.g. staff recruitment
 - support with **bid writing** for collaborative activities, and with getting access to **funding**
- In future, FE principals would welcome:
 - closer partnership working **between EM3 and Chambers of Commerce and other business representative organisations**
 - closer collaboration with EM3 to **tackle strategic challenges** such as youth unemployment
 - support from EM3 to develop **relationships between colleges and employers** e.g. sourcing industry placements

KEY THEMES FROM MEETING WITH UNIVERSITY VICE CHANCELLORS ON 25 MAY

VERBAL UPDATE TO BE PROVIDED AT EM3 BOARD MEETING ON 27 MAY

KEY THEMES FROM ALL STAFF MEETING ON 12 MAY

What would we do differently?

- Be **more business-facing** and **more driven by the needs of business**, building on what we already do well and our existing expertise
- **Increase our reach** to a larger proportion of the businesses in the EM3 area
- Focus more on enabling **innovation**, promoting **clean growth**, meeting employers' **future skills needs**, and supporting businesses with **corporate social responsibility** and **equality and diversity**
- Be more **strategic and bolder** in convening partners around big ticket issues
- Fewer projects and less management of spending programmes, but more focus on **exerting influence through partnerships**, including mobilising collective lobbying power

How would we work across EM3?

- Strengthen our collective focus on **key sectors and clusters** across our sector specialists, Growth Hub, CEC etc.
- **Be better connected** across EM3 when **engaging with businesses** e.g. effective cross-referrals between teams, increased use of CRM to generate shared insight about how we are engaging
- Make sure that we are all able to explain to businesses and partners **the full suite of what we have to offer**, and act as ambassadors for EM3 as a whole
- Work in a **more integrated way across all teams** and share our skills more

KEY THEMES FROM ALL STAFF MEETING ON 12 MAY (CONTINUED)

How would we work with partners?

- We need to develop and clearly explain our **strategy and value proposition** to partners and businesses
- **Getting our branding right** will be crucial to marketing the value proposition
- **Advertise ourselves more**, while maintaining **our reputation for impartiality** and **our partners' trust**
- Engage more with **national bodies** (as well as local), and build on our **collaboration with other LEPs**, to increase our influence and reach

What development would we need?

- **Learn from each other** to exploit the wide range of talent that we already have e.g. shadowing, more joint attendance of meetings with businesses and partners
- Further increase our credibility when engaging with business, through **commercial acumen and insight**
- Develop **skills to support income generation** e.g. negotiation and sales skills, identifying funding opportunities and bid writing etc.
- Deepen our understanding of **new technologies** and their significance for business, and apply them within our own organisation

enterprise **m3**

Delivering prosperity through innovation