

**Enterprise M3 Board Meeting**

**24 May 2022**

**Enterprise M3 Delivery Plan 2022/23 – Item 9**

The Enterprise M3 Board is asked to:

**APPROVE:** This outline of the EM3 Delivery Plan 2022/23 which will allow the LEP to advance the implementation of our vision this year.

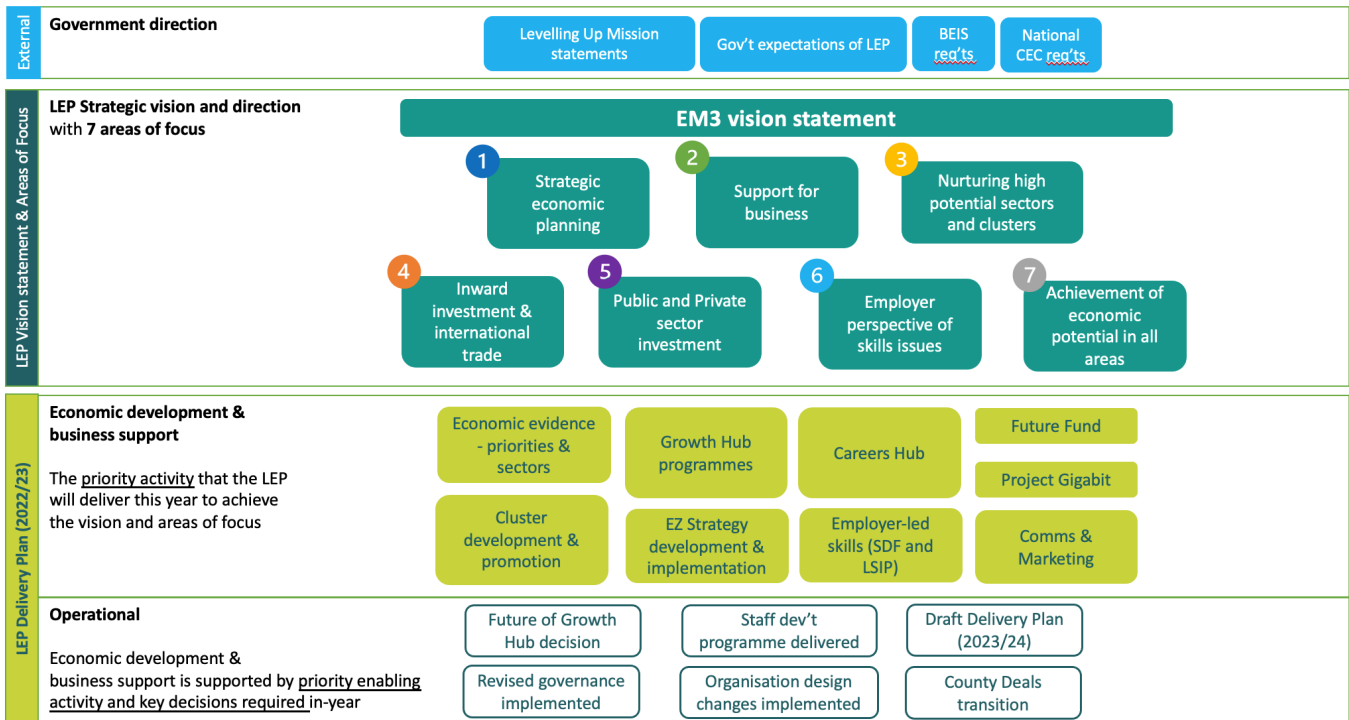
**Background**

- 1.1. Government expects LEPs to publish Delivery Plans for each financial year. Our 22/23 plan will be wider in its range than previously due to the closure of LGF and GBF funds and a move away from the sharp focus on capital programmes.
- 1.2. The future role and expectations of LEPs was outlined in a letter from Government on 31 March 2022. As part of the current assurance monitoring process, Government asks that all LEPs publish their delivery plans for the coming year (2022/23) by 30 June 2022.
- 1.3. The plan should set out how the LEP intends to use the full range of its functions to support local economies and local decision-making. Government will work with LEPs to develop measures to assess progress on the implementation of these plans and that will be considered as part of the annual assurance process.
- 1.4. For future years, the current expectation is that the LEP will need to submit draft delivery plans for 2023/24 by 25 November 2022. Importantly, future provision of the LEP's core funding will be subject to agreement of these plans with Government.

**2. Delivery Plan (2022/23)**







- 2.1. In March, the Board endorsed the EM3 vision, “Low Carbon, High Growth”. This vision was derived from a combination of Government's guidance on its most valued functions of LEPs, our own understanding of the strengths and needs of our economy and widespread stakeholder engagement. The vision document sets out the key functions of the LEP that will support delivery of the vision – these are described as the ‘Areas of Focus’, see appendix 1.
- 2.2. The Delivery Plan adds more detail to the “Areas of Focus” either as specific activities focussed on **economic development and business support** or enabling **operational** activities. The diagram below shows a summary of how it all fits together. The first section being the direction set by Government. This then drives the second section which is the EM3 Vision for the LEP, our future direction and the areas of focus. The third section is the outline of the Delivery Plan for 2022/23 which is split into **Economic Development and Business Support** actions to deliver the vision and focus and also key, enabling **Operational** decisions and activities to support effective delivery.

# EM3 DELIVERY PLAN SUMMARY



2.3. The Delivery Plan is a succinct document that will describe our activity and provide a set of key deliverables that are core to delivering the vision and each area of focus. These deliverables are described in the table below. All deliverables will contribute to low carbon high growth and each deliverable will contribute to one or more area of focus. The main areas of focus that the deliverable will contribute are listed in the right hand column of the table:-

Deliverable	Area of focus
1. To support a globally competitive low carbon high growth region, gather strategic economic evidence in partnership with local leaders that clearly articulates the area's economic priorities and high potential sectors. Identify actions needed to support priority sectors.	<div style="display: flex; justify-content: space-around;"> <div style="border: 2px solid blue; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">1</div> <div style="border: 2px solid orange; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">3</div> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 2px solid orange; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">4</div> </div>
2. Maximise inward investment opportunities by building on strengths of existing clusters, to develop and support at least one new cluster for the region, for example low carbon, sustainable air travel, digital health.	<div style="display: flex; justify-content: space-around;"> <div style="border: 2px solid orange; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">3</div> <div style="border: 2px solid green; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">2</div> </div>
3. Enable high potential businesses to grow and increase productivity through our Growth Hub programmes. Meet the targets set by BEIS and the LEP.	<div style="border: 2px solid green; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">2</div>
4. Drive the appeal of the region to high growth low carbon companies by developing and beginning the implementation of the new Enterprise Zone Implementation Plan.	<div style="display: flex; justify-content: space-around;"> <div style="border: 2px solid orange; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">4</div> <div style="border: 2px solid green; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">2</div> </div>
5. To help employers, schools and colleges prepare young people for careers and develop the future workforce, launch the Careers Hub in September 2022 and deliver KPIs set by the CEC.	<div style="display: flex; justify-content: space-around;"> <div style="border: 2px solid blue; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">6</div> <div style="border: 2px solid green; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">2</div> </div>
6. Support employer-led skills provision, by convening partners and supporting them to develop and implement Strategic Development Fund (SDF) projects and a Local Skills Improvement Plan (LSIP).	<div style="border: 2px solid blue; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">6</div>

7. Develop and deliver a Communications and Marketing strategy to promote delivery of the EM3 vision for a low carbon high growth region and to champion the role of LEPs in business led economic development in the run up to integration with local authorities.	 
8. Procure and contract with a supplier in order to deliver the Gigabit EM3 fibre spine in 2023/24.	 
9. Implement a capital fund to support innovation, focussing on green and digital skills, low carbon and digital, supporting at least one new project in 2022/23.	 

2.4. There are also a set of key **operational** actions and decisions required throughout the year that will be enablers and critical to the delivery of the Vision and areas of focus. These are:-

- a. Decide on the future of the Growth Hub beyond December 2022 by 30<sup>th</sup> September to ensure a consistent and high level of support
- b. Implement changes to the organisation by 30<sup>th</sup> September to ensure it is fit for the future vision of the organisation and financially sustainable
- c. Integral to successfully implementing a new organisation design, the LEP will deliver a staff development programme that will build on the Insights work and motivate and develop our staff
- d. Review our governance arrangements and implement changes to support the new organisation, ensuring streamlined and effective decision making, by 30<sup>th</sup> September
- e. Develop the draft 23/24 Delivery Plan and submit by 25<sup>th</sup> November
- f. Work with local authorities and other partners to develop a shared vision for the transition towards County Deals, including how to embed a strong and independent business voice, use convening power to bring together key stakeholders, and deliver key economic development functions

### 3. Performance Monitoring

- 3.1. All deliverables will be monitored, and progress reported and challenged at each Management Team meeting. A highlight report which will include progress, risks and issues will be presented to each Board meeting.
- 3.2. Government will review performance at the Annual Conversation (previously the Annual Performance Review) and is likely to assess us for Strategic Impact and Governance. This is yet to be confirmed.
- 3.3. Specific KPIs for the two delivery programmes – the Growth Hub and the Careers Hub – will be reported to BEIS and CEC respectively, as part of their specific assurance processes.

### 4. Next steps

- 4.1. Subject to Board approval of this outline, the Delivery Plan document will be finalised by the Executive Team and published on the LEP's website. Performance monitoring will then commence.

Lee Danson  
Head of Planning, Programmes and Performance  
17 May 2022

## Appendix 1 – Strategic Vision and Direction for the EM3 LEP

### Driving Low Carbon and High Growth

EM3's vision is to create a low carbon high growth region driven by innovation and enterprise

EM3 will be the leading business-led strategic economic partnership focussing on collaboration across sectors and all boundaries to help businesses and communities succeed

Impact – GVA; CO2 reduction; Inward investment secured; Funding leveraged; pay, productivity, high growth companies (illustrative examples)

#### Our Focus

- 1 Carry out strategic economic planning in partnership with local leaders that clearly articulates their area's economic priorities and sectoral strengths.
- 2 Support businesses to access the expertise and funds for high growth, greater productivity, and make the transition to a low carbon economy
- 3 Nurturing high potential sectors and clusters and their R & D partners to enhance our region's outstanding strengths in innovation
- 4 Develop and promote a powerful proposition for investment in the EM3 region, working with partners to secure inward investment and promote international trade
- 5 Working with partners to maximise public and private investment to support a low carbon high growth region driven by innovation and enterprise
- 6 Bring the employer perspective to all skills issues. Support skills provision to enable business growth. To be the authoritative source for robust analysis of the local labour market, skills needs and skills actions.
- 7 Supporting all areas to achieve their economic potential and including addressing issues faced by rural communities