



enterprise **m3**

Delivering prosperity through innovation

DELIVERY PLAN 2022/23

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EM3 DELIVERY PLAN SUMMARY

External

Government direction

Levelling Up Mission statements

Gov't expectations of LEP

BEIS req'ts

National CEC req'ts

LEP Vision statement & Areas of Focus

LEP Strategic vision and direction with 7 areas of focus

EM3 vision statement

1

Strategic economic planning

2

Support for business

3

Nurturing high potential sectors and clusters

4

Inward investment & international trade

5

Public and Private sector investment

6

Employer perspective of skills issues

7

Achievement of economic potential in all areas

LEP Delivery Plan (2022/23)

Economic development & business support

The priority activity that the LEP will deliver this year to achieve the vision and areas of focus

Economic evidence - priorities & sectors

Growth Hub programmes

Careers Hub

Future Fund

Project Gigabit

Cluster development & promotion

EZ Strategy development & implementation

Employer-led skills (SDF and LSIP)

Comms & Marketing

Operational

Economic development & business support is supported by priority enabling activity and key decisions required in-year

Future business support programme

Staff dev't programme delivered

Draft Delivery Plan (2023/24)

Revised governance implemented

Organisation design changes implemented

County Deals transition

EM3 DELIVERABLES 2022/23

These are the key deliverables and actions that are required to deliver the vision in 2022/23

Economic development and business support deliverables

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.

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.

3. Enable high potential businesses to grow and increase productivity through our Growth Hub programmes. Meet the targets set by BEIS and the LEP.

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.

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.

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).

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

Enablers: key operational actions and decisions

1. Decide on the future business support programme by 30th September to ensure a consistent and high level of support

2. Implement changes to the organisation by 30th September to ensure it is fit for the future vision of the organisation and financially sustainable

3. 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

4. Review our governance arrangements and implement changes to support the new organisation, ensuring streamlined and effective decision making, by 30th September

5. Develop the draft 23/24 Delivery Plan and submit by 25th November

6. 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

CONTEXT

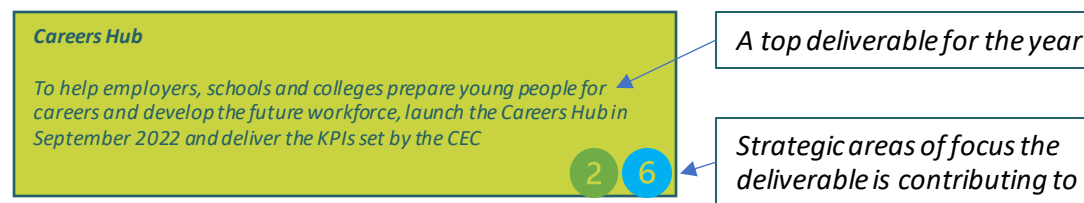
LEP Review outcome

- During 2021/22 Government carried out a review of LEPs which concluded in March 2022. The outcome of the review emphasised the value of LEPs and set out government's expectations going forward. Guidance for the future of LEPs included
 - a strong focus on the importance of a strong business voice;
 - strategic economic planning;
 - continued delivery of a range of functions for other government departments.
- The strategic value of involving business leaders and other stakeholders in local decision-making, and of locally-led economic strategies covering functional economic areas was recognised within the Review outcome.
- According to the Government LEPs should consider what will add most value to their local area, aligning where possible to the levelling up missions set out in the Levelling Up White Paper, in particular mission 1:-
 - *"By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing"*
- Government's long-term plans for LEPs is for integration into Local Authorities in areas where devolution arrangements are in place or agreed. Government have provided guidance on how they expect the integration of LEPs to occur.
- The focus will be on those areas with signed deals and for the majority of LEPs without a signed deal, LEPs will remain and will continue to receive core funding. This is the case with EM3 as well as the rest of the South East.

- LEPs will need to work closely with their local authorities over the following years as they plan for devolution. The LEP will engage with local authorities and partners to develop devolution deals that will bring benefits to the EM3 region

Delivery Plan

- The LEP Board approved the new Vision and Strategic Direction at the Board in April 2022. The vision included 7 strategic areas of focus that the LEP will prioritise and also set out how the LEP will work to support their successful delivery.
- This Delivery Plan outlines what the LEP will deliver during 2022/23 and how success will be measured.
- For each strategic area of focus the plan sets out what will be achieved and also pulls out specific top deliverables (in green boxes). Each strategic area of focus is supported by more than one of the top deliverables. The coloured numbers denote which of the seven strategic areas of focus the deliverable is contributing towards. For example:-



- Each of these deliverables will be monitored by the Board and the Executive Team.

STRATEGIC VISION AND DIRECTION FOR THE EM3 LEP

Our vision is:-

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.

To achieve this, our strategic areas of 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

As an organisation we will :-

- A. Work closely with our local authority partners, and provide an independent and powerful business voice ensuring that devolution benefits our regional economy
- B. Be led by an outstanding Board, bringing together business leaders, local authorities, universities, colleges and not for profit sector
- C. Base everything we do on business intelligence, robust economic and labour market analysis, and an understanding of our diverse places
- D. Convene partners to spark the creativity and achieve the results that come from collaboration
- E. Deliver excellent services to our customers, and ensure that we provide value-for-money
- F. Continuously improve the capability of the EM3 team, building on our existing strengths to become more expert, more agile, more commercial, and better at technology

1 STRATEGIC ECONOMIC PLANNING

Business intelligence and economic analysis

- The LEP gathers high quality business intelligence and economic analysis as part of its role as business-focused strategic lead for the region and thought leader. We convene all the key business representative organisations in the region, from CBI to FSB, to weekly meetings to generate “on-the-ground” business intelligence. This information is disseminated to partners and fed back to central Government.
- The Growth Hub and the Careers and Enterprise work provides valuable intelligence on our businesses skills needs and other barriers to growth which we can convene businesses/ FE/ HE to act upon
- The business intelligence and data analysis carried out by the LEP is integral part to inform how we and partners best work to secure a strong economic position for the EM3 area
- Specifically, this year we need to support Local Skills Improvement Plan (LSIP) with labour market and economic needs
- Throughout the year the LEP will host ‘round table’ events to bring local business leaders together with Education and local authority leaders to understand skills gaps in order to address jointly

Labour and Skills analysis

- The LEP produces regular analyses of the economy and the regional labour market. These include up to date tracking of the skills/jobs demand by industry/sectors and news of business investment, takeovers and closures.
- This evidence is presented to EM3 Board Directors and members of the Skills Advisory Panel in order to maintain a deep understanding of our economy; the challenges/opportunities facing businesses and employers; and to provide a sound evidence base for good decision-making. The data is made available to all LEP partners and is published on the EM3 website.

Strategic economic planning

- Drawing on the vast amount of data analysis and planning the LEP already has, we will take a fresh approach to strategic economic planning. Working with local authorities and partners, we will work with them to identify the areas that we are interested in. For example carry out a deep dive into potential cluster areas to understand the geography and potential impact of developing the cluster
- We will focus on the data and evidence that we need to nurture and support high innovation/ high productivity clusters that have a globally competitive edge in our area.

Skills and labour analysis

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)

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Strategic Economic Planning

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.

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2 SUPPORTING BUSINESSES TO GROW

Growth Hub programme

Providing support to SMEs to achieve their potential through expert advice and resource network from online tools - podcasts, training and networking sessions, funding platform, to **'Growth Service'**, focussed on sectors for high growth, high potential businesses. Specific programmes for 22/23 are:-

1) Growth/ High Growth companies programme

- Focussed on sectors for high growth, high potential businesses, offering dedicated specialist support to identify and deliver the opportunities and impact most valuable to the high growth company to increase revenue and profit. Providing access in depth diagnostic using the GROWTHmapper tool and specialist coaching and referral

2) Post pandemic recovery programme

- Supporting businesses to avoid insolvency and to develop a contingency plan and set of actions for making better decisions and save the Companies reputation – focus on retail, hospitality and leisure. Providing access to the GROWTHmapper; Business planning support and specialist of coaching

3) Peer Programmes

- Continuation of the highly successful programme aimed at **female business leaders** (3 cohorts) and the **Start up tech** peer programme (1 cohort). Planning new peer programmes to support **business to digitise** and **sustain following start up** their company in order to grow and develop in a post pandemic world.

4) Additional support

- The Growth Hub will continue to provide the **Bid writing support service** which helps businesses to bid for funds. Also the **Net zero support service** which helps businesses to transition to net zero. Online tools and information and tailored advice from an expert

Growth Hub

Enable high potential businesses to grow and increase productivity through our Growth Hub programmes. Meet the targets set by BEIS and the LEP

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Growth Hub

Decide on the future business support programme by 30th September to ensure a consistent and high level of support

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Communications & Marketing

Develop and deliver the 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

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3 NURTURING HIGH POTENTIAL SECTORS

Cluster development and promotion

- EM3's ground-breaking work in the space and animal health sectors, and in developing the Guildford Games cluster, has already delivered significant benefits for the region. There is further potential to be tapped in these sectors; for example, the combination of 6G innovation capabilities and ultra-low Earth orbit satellite technology could offer Surrey a global competitive edge.
- The LEP will extend this approach to other sectors, such as: low carbon, sustainable air travel, digital health
- Development of these new clusters will foster innovation and unblock barriers within the industry such as identify skills gaps. Clusters give the region a USP for inward investment.
- Working closely with universities to convene key/major players in expert works to maximises the sector growth.
- The LEP will build stronger relationships with DIT to support inward investment in the region and international trade of high growth businesses

Nurturing high potential sectors

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

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4 ATTRACTING NEW BUSINESS TO THE REGION

Inward Investment

- Successful inward investment is not delivered alone. A strong relationship with key strategic partners across EM3 is vital. This partnership includes public, civic and private sector knowledge and experience to ensure credible and valued engagement with investors. Alongside Department for International Trade, the LEP will target existing investors in our key sectors to rapidly scale opportunities.

Enterprise Zones

- The EZ plan is based on smart, evidence-based strategies, and aims to deliver over 130 new businesses and over 11,000 new jobs. This will transform the three sites into thriving communities with innovative businesses.
- An investment of £41 million over the lifetime of the EZ has begun to kick-start three areas within the Enterprise Zone. This investment is driving economic benefit and see a return in additional business rates growth income of an estimated £115.8 million over 25 years. This income will be retained and reinvested locally by decision-makers with sound knowledge of the area and understanding of what is required to accelerate growth and development.
- The EZ will strengthen our ability to attract more inward investment and accelerate high value business activities that will generate jobs and stimulate economic vibrancy, further building the reputation of Enterprise M3's area as one of UK's most desirable places to live and do business.

Enterprise Zone

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

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5 MAXIMISING PUBLIC AND PRIVATE INVESTMENT

Capital projects

- This year the LEP launched the new **Future Fund** – a small capital fund to support innovative capital projects in the region focussing on net zero, digital, green skills and digital skills. This will be loan funding and contributing to projects that benefit the EM3 region where projects are not able to secure funding from banks; these can be demonstrator/ pilot projects. The LEP will work with partners to identify issues/barriers which form an opportunity for LEP involvement, then develop concepts in partnership to address them together.
- EM3 is already pioneering this co-investment approach through the **Gigabit EM3** fibre spine project - a project to build and operate new digital infrastructure stretching from Basingstoke to Guildford which will help to make a step change in the region's digital connectivity and address the digital divide between urban and rural communities.
- Working with district and borough councils to support them to maximise impact of their UKSPF and in other areas through collaboration.

EM3 Funding Escalator

- Financing high growth, high innovation SMEs with the potential to deliver economic growth and job creation in the Enterprise M3 area. The aim is to support fast growing young businesses which struggle to secure finance without a long credit history.

Gigabit project

Procure and contract with a supplier in order to deliver the fibre spine in 2023/24

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Future Fund

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

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6 EMPLOYER PERSPECTIVE OF SKILLS ISSUES

Convening power

- The LEP will focus on skills in new and high growth industries. The **EM3 Skills Advisory Panel** brings together employers, skills providers and key local stakeholders to enhance understanding and delivery of skills in demand by employers.

Careers & Enterprise Programme

- Working with businesses to ensure that skills gaps are identified, and that potential skills shortages and gaps do not become a barrier to growth. Aim is enabling young people to access opportunities in the future workforce by connecting Surrey businesses with their schools and colleges
- Providing advice and guidance to businesses on how to engage with education in a meaningful and impactful way. This enables them to interact with their community, build employee social projects and understand and support the future of their workforce.
- Enterprise Advisers provide strategic support to educational establishments across the region, giving an insight into different industries and the employment opportunities within them. Within this role they also provide links to Business networks and contribute towards linking career to curriculum.
- The LEP will launch the Careers Hub in September 2022 which will develop a careers system that has a measurable impact on young people - now and in the future; Include all young people in careers education; and work with leaders and institutions to sustain

Careers Hub

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 the KPIs set by the CEC

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ENABLING DELIVERY

- The successful delivery of this Delivery Plan is supported by cross cutting enabling functions. There are business as usual activities required to ensure the smooth operation of the LEP and these include financial management, administration, performance management, contract and procurement management and governance.
- This year the LEP is undergoing a significant period of change and organisation design work is well underway to ensure it is appropriately resourced to deliver the new vision and achieve financial sustainability. The priority change activities for 22/23 are:-

Local Authority Integration

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

New Delivery Plan (23/24)

Develop the draft 2023/24 delivery plan and submit by 30th November

Organisation design

Implement changes to the organisation by 30th September to ensure it is fit for the future vision of the organisation and financially sustainable

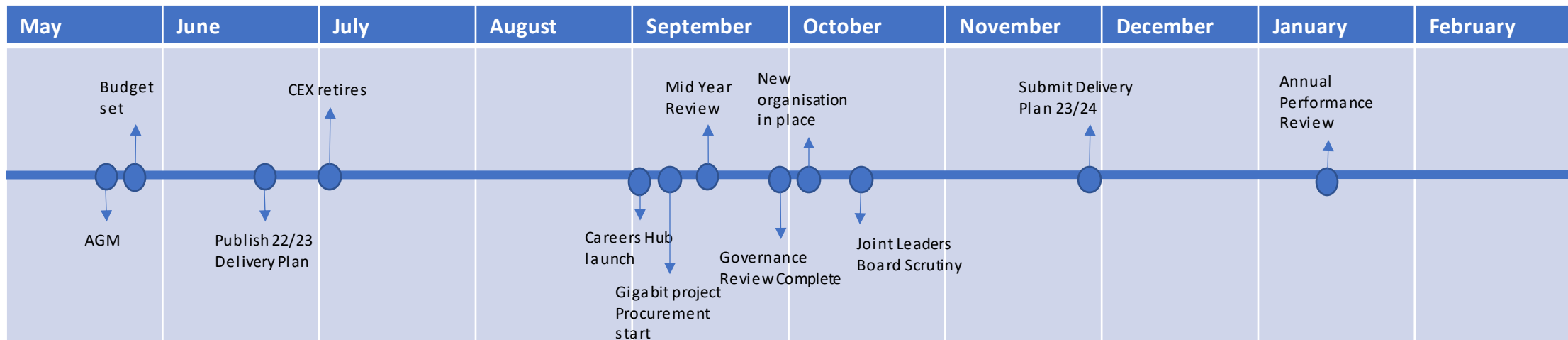
Review of governance & processes

Review our governance arrangements and implement changes to support the new organisation, ensuring streamlined and effective decision making, by 30th September

Staff Development Programme

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

MILESTONES 2022/23



KEY PERFORMANCE METRICS

Area of focus	Success measures	Outcomes
Carry out strategic economic planning in partnership with local leaders that clearly articulates their area’s economic priorities and sectoral strengths.	<ul style="list-style-type: none"> • Bi-monthly economic data and analysis available on our website 	
Support businesses to access the expertise and funds for high growth, greater productivity, and make the transition to a low carbon economy	<ul style="list-style-type: none"> • Number of businesses supported, • Number of engagements including website, • Delivery of funded programmes 	Jobs created/ safeguarded
Nurturing high potential sectors and clusters and their R & D partners to enhance our region’s outstanding strengths in innovation	<ul style="list-style-type: none"> • Number of businesses in cluster, • Revenue raised from Guildford.Games • Number of new clusters developed 	New homes
Develop and promote a powerful proposition for investment in the EM3 region, working with partners to secure inward investment and promote international trade	<ul style="list-style-type: none"> • Number of new businesses landed (LEP involved/ not involved), • Number of foreign visits, 	Apprenticeships
Working with partners to maximise public and private investment to support a low carbon high growth region driven by innovation and enterprise	<ul style="list-style-type: none"> • Number of capital projects approved • Number of projects approved (FSE) • Number of round table events 	Learners supported
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.	<ul style="list-style-type: none"> • Number of schools supported, • Number of businesses connected with schools, • Bi-monthly labour analysis on our website • Bi-monthly SAP meetings 	CO2 savings
Supporting all areas to achieve their economic potential and including addressing issues faced by rural communities	<ul style="list-style-type: none"> • EM3 Gigabit Town and Rural project 	

KEY PERFORMANCE METRICS

Organisation focus	Success measures
Work closely with our local authority partners, and provide an independent and powerful business voice ensuring that devolution benefits our regional economy	<ul style="list-style-type: none"> • Local Authority representation on Board, • EM3 Representation on Local Authority Growth Boards • Support Joint Leaders Board
Be led by an outstanding Board, bringing together business leaders, local authorities, universities, colleges and not for profit sector	<ul style="list-style-type: none"> • Board membership • Survey of Board • Maintain and enhance diversity among Board members
Base everything we do on business intelligence, robust economic and labour market analysis, and an understanding of our diverse places	<ul style="list-style-type: none"> • Bi-monthly economic data and analysis available on our website
Convene partners to spark the creativity and achieve the results that come from collaboration	<ul style="list-style-type: none"> • Co-commissioned projects
Deliver excellent services to our customers, and ensure that we provide value-for-money	<ul style="list-style-type: none"> • Achieve partner contributions for match funding • Partner / customer surveys • Make evergreen funds and loans where appropriate
Continuously improve the capability of the EM3 team, building on our existing strengths to become more expert, more agile, more commercial, and better at technology	<ul style="list-style-type: none"> • Staff satisfaction surveys • Staff retention levels