

DELIVERY PLAN 2022/23

enterprise **m3**

Delivering prosperity through innovation

September 2022

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

This document sets out the progress against the 2022/23 Delivery Plan.

Highlighting the Vision set out above, it recaps on the Areas of Focus along with the deliverables and key performance indicators from the Delivery Plan that will support the delivery of the areas of focus.

Within the document, the deliverables are set out against each of our areas of focus and current progress against each one.

Key Performance Indicators (KPIs) measure how well our services are performing. We have KPIs for the Growth Hub, and the Careers and Enterprise Programme.

Our 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.

Progress Report

The [Delivery Plan 2022/23](#) sets out the key activities that the LEP will deliver towards achieving the vision's Strategic Areas of Focus. The Plan also outlines a set of key enabling actions that are required to support the delivery of the vision. The following sections outline progress against each of the key deliverables and key enablers.

PROGRESS AGAINST DELIVERABLES

1 STRATEGIC ECONOMIC PLANNING

*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)***

- **Strategic Development Fund (SDF)**

The LEP has provided a Project Team to support the consortium of 8 colleges for the management and delivery of the region's £2.6m SDF. The fund is to be spent this year to help reshape the technical skills provision in the area to align to local employer skills needs and the wider economy. Projects will include new facilities/ equipment and new courses. The aim of project is to develop skills for the region in the following areas: - a) land-based skills; b) retrofit homes and buildings; c) ultra-low carbon vehicles; d) carbon literacy (16-18 and 18+).

Current progress includes establishing programme governance, assembling a project team, and building the programme structure. All spend must be complete by March 2023, and outputs and outcomes to be complete by March 2025. Key measurements from DfE of the project will be expenditure profile, collaboration, and employer engagement.

- **Local Skills Improvement Plan (LSIP)**

The LSIP bid is being led by Surrey Chambers of Commerce and needs to be submitted by 3rd Oct. The LEP are supporting the CoC by inputting to the bid the outline data analysis of the local economy and labour market needs and challenges. We will work closely with Surrey Chambers of Commerce and other partners, and provide further support, as the development of the LSIP goes forward.

*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.*

- **Business intelligence and economic analysis**

An ongoing role of the LEP is to gather high quality business intelligence and economic analysis as part of its role as business-focused strategic lead for the region and thought-leader. The LEP 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.

2

SUPPORTING BUSINESSES TO GROW

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

- **Growth Hub Programme**

The table below shows the KPIs for the Growth Hub, the current figure, and a commentary regarding the current status. A summary of issues and actions are outlined below.

| Activity | Target to 31 st March 2023 | Current Figure | Commentary |
|---|---------------------------------------|----------------|--------------------------|
| Unique Visitors to the Website | 22000 | 20587 | 94% Target nearly met |
| Unique Visitors to Funding Tool | 500 | 507 | 101% Target exceeded |
| Low Intensity interventions Including Signposting | 1000 | 415 | 42% Good |
| Post-Covid Recovery Clients | 30 | 9 | 30% Action needed |
| Growth Champion Coaching Clients | 72 | 28 | 39% Under target* |
| High Growth Clients | 71 | 14 | 20% Under target* |
| Funding Clients | 42 | 4 | 10% Under target* |
| Referral To Apprenticeship Hub | 48 | 11 | 23% Under target* |
| Support By Phone | 1000 | 465 | 47% Under target* |
| Female Business Leaders Programme | 33 | 8 | As expected** |
| Start-Up Tech Programme | 11 | | As expected** |
| Start-Up Peer Programme | 72 | | As expected** |

* These results are under target and below would normally be expected at this point in the year. However there are several considerations for why these are low. Some are listed below along with actions for addressing: -

- A 50% reduction in funding from Government and a shift in focus from Covid Recovery to High Growth clients. ACTION: Additional funding from LEP core funding and re-focus
- Insufficient successful marketing has been provided to promote the Growth Hub services to businesses. This has not been helped by the more prominent Government 'Help to Grow' scheme. ACTION: A new marketing campaign has been launched in September and increased budget allocated.

- Internal reporting discrepancies which have led to some interactions and support not being properly recorded. ACTION: HubSpot has been updated to ensure client data is more easily and accurately collected, and additional awareness and training being provided to staff.

Additional actions to address these figures include bringing in interim Growth Champion support; additional promotional activity being planned with partners (district and borough councils, Chambers of Commerce).

**This year sees an additional 3 Female Peer to Peer programmes, expanding on the 4 last year that were oversubscribed. The next cohort is in October 2022. Our Start-Up Tech programme has a waiting list and will run between now and December 2022. We are also supporting start-up businesses who have been trading for up to 2 years, through a peer-peer programme including masterclasses. This has the advantage of paid for business support for up to a year after the client has completed the initial sessions. A business delivery partner has been procured for this exciting programme - due to start at the end of October 2022.

*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*

- **Communications & Marketing**

The purpose of the Communications and Marketing strategy is to set clear direction and priorities for promoting the LEP and our business-facing services. This will be finalised once the new Communications Manager is in place.

Priorities for the marketing strategy are identified, with actions underway, include: -

- a) driving businesses to the growth hub,
- b) championing the region (a new webpage “Seven Wonders of EM3”) for all partners and inward investment
- c) delivering a narrative for the November Delivery Plan for Government

New Communications Manager appointed and starting in November

3 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*

- **Jet Zero cluster**

Data analysis and mapping of clusters across the region has highlighted that a Farnborough-based Jet Zero Aerospace sector will be the next cluster the LEP will develop and support. The LEP convened and chaired a highly successful roundtable meeting of 25+ business and public sector partners in Farnborough in September. This marked the first steps to develop and nurture a new cluster focused on Jet Zero / sustainable aviation. A follow up workshop to

explore the region's specialist strength in the development and application of Advanced Materials is being arranged at Farnborough Airport in December 2022

Several other actions were identified at the first meeting including a press release on the Jet Zero roundtable – a call to action to encourage more companies and academic institutions to join the cluster. Clusters sell, and they attract inward investment to the region.

4 ATTRACTING NEW BUSINESS TO THE REGION

*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***

- **Enterprise Zone Implementation Plan**

The LEP has appointed a new Head of Enterprise and Innovation, whose role includes leading on the delivery of new developments on the Enterprise Zone sites and the agreement of a second 5-year implementation plan for the Zone.

Procurement to bring together the additional skills and expertise to support the development of a new Implementation Plan , including a forecast of potential income from Business Rates Growth, is underway with the aim of achieving the completion of the plan by end of March 2023.

5 MAXIMISING PUBLIC AND PRIVATE INVESTMENT

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

- **Gigabit EM3 Project (fibre spine)**

The specification and ITT for a supplier to build, operate, maintain, and commercialise the fibre spine are in final stages of development. Final issues are being worked through with HCC and legal advisors. We are aiming for procurement commencement by the end of October, and for contract close and mobilisation in early summer.

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

- **Future Fund**

The Future Fund has now been launched and a new website is live <https://enterprisem3.org.uk/futurefund>

The Team is now engaging with partners and businesses to identify potential projects that meet the criteria for the Future and Fund and the delivery of EM3's Vision.

6 EMPLOYER PERSPECTIVE OF SKILLS ISSUES

*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.*

- **Careers Hub**

The LEP are officially the Enterprise M3 Careers Hub as of September 1st, tasked with supporting 90 mainstream and SEND (Special Education Needs and Disability) schools, Colleges (FE and 6th form) and pupil referral units (part of behaviour management facilities). That new model will involve creating local cluster groups, which will enable careers leaders to work collaboratively and share best practice.

In the last couple of weeks, we have recruited two new Enterprise Coordinators and we are currently recruiting an Employer Engagement Enterprise Coordinator.

- **Careers and Enterprise KPIs**

Our Careers and Enterprise programme (Careers Hub from this September) is funded and performance managed on the basis of the academic year. The KPIs shown in the table below are therefore for the recently completed 2021/22 academic year.

As shown below, a couple of the targets were not fully met. This was attributable the challenges that Covid lockdown caused for education institutions, high turnover of careers leaders at education institutions, and Enterprise M3 staff leaving and not being replaced until the new academic year. Some KPIs have been exceeded and this is due to the continued effectiveness of our team of Enterprise Coordinators.

KPIs for the 2022/23 academic year will be set out in EM3's 2023/24 Delivery Plan.

| Target | KPI | Final figures | Commentary |
|---|---|---------------|---|
| Engage 115 schools and colleges with the CEC programme. | Up to 115 schools and colleges engaged with CEC, funding and team capacity provided to deliver for 88 | 89 | 115 was the maximum number of eligible schools and colleges, funding and team capacity was put in place to deliver for an active caseload of 88. |
| Maintain an Enterprise Adviser (business volunteer) match to education institutes in network | 98% EA match | 66% | EA recruitment strategy in place. End of year sees a loss of some EAs – due to personal reasons, change of roles etc. Staff member responsible for EA recruitment left in April and is only being replaced now for the new academic year. |
| Education Institutes within network to achieve Gatsby Benchmarks | All schools and colleges to achieve two Gatsby Benchmarks | 93% | 93% achievement reflected several new schools joining the network during the year. |
| | An average of at least 4 Gatsby Benchmarks achieved | 4.8 | Increase in average was seen throughout the year, with target exceeded by the end of the year |
| Education institutes within network, achievement for Gatsby Benchmark One | 40% to achieve 100% on Gatsby Benchmark One | 56% | Target exceeded. This was the focus for the team this year as it is seen as the foundation to a great careers program. |
| Evaluation of events to receive an overall 'good' rating | Overall 'good' rating | TBC | We are currently trying to collate data. |

- **Skills Advisory Panel (SAP)**

Although the DfE no longer provides funding for a SAP, the LEP continues to convene the group to share experience and knowledge of recruitment and skills needs between employers, providers and other partners. The previous data analysis has been invaluable and has been used to inform both SDF and LSIP bids. The data analysis will also be used by the Careers Hub and partner organisations.

ENABLING DELIVERY

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: -

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

This remains a strategic priority for the LEP. Discussions have begun to explore financial options for sustaining this service.

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

A major review of the organisation has been underway to establish an organisation fit to deliver the new Vision and make savings required. A staff consultation on the proposed new structure has now concluded and recruitment has commenced. A major piece of work has been led by the team to establish the culture, values and behaviours needed to embed the new ways of working.

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

Over the past 12 months, we have been working with an Insights Discovery practitioner to deliver a staff development programme. This has been done through several sessions which have led us to better understand ourselves, our colleagues, our individual teams and the EM3 team as a whole.

Over the next few months we will continue the programme, to ensure the emerging new organisation becomes a cohesive group to take forward the EM3 Vision. We will further review the skills of the team and strengthen our staff development programme to ensure the team has sufficient commercial and decision-making abilities.

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

Policies and procedures have been or are in the process of being updated to reflect the new organisational structure to ensure the continuity of effective decision making. A review of Sub-Groups and Action Groups is underway to ensure they are fit for purpose and align with the strategic direction of the LEP especially focussing on the convening power the LEP has and how the interaction with these groups will assist the LEP's delivery against its priorities.

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

The 23/24 Delivery Plan is being developed to ensure the new Delivery Plan showcases work from this year and sets out plans for next year. Engagement with partners on the content is planned for early November. Efforts have been made to obtain official/unofficial guidance on HMG's specific expectations for the contents of this Plan.

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

EM3 has been engaged in active discussions with both Hampshire County Council and Surrey County Council, about how LEP and County Council functions, activities and resources could be better aligned, to increase their combined impact. Although the timing of a Hampshire or Surrey County Deal remains uncertain, this dialogue will help to shape the transition towards integration with local democratic institutions. Discussions with both County Councils will continue during the Autumn.