



DELIVERY PLAN UPDATE 2022/23 & 2023/24

March 2023

enterprise **m3**

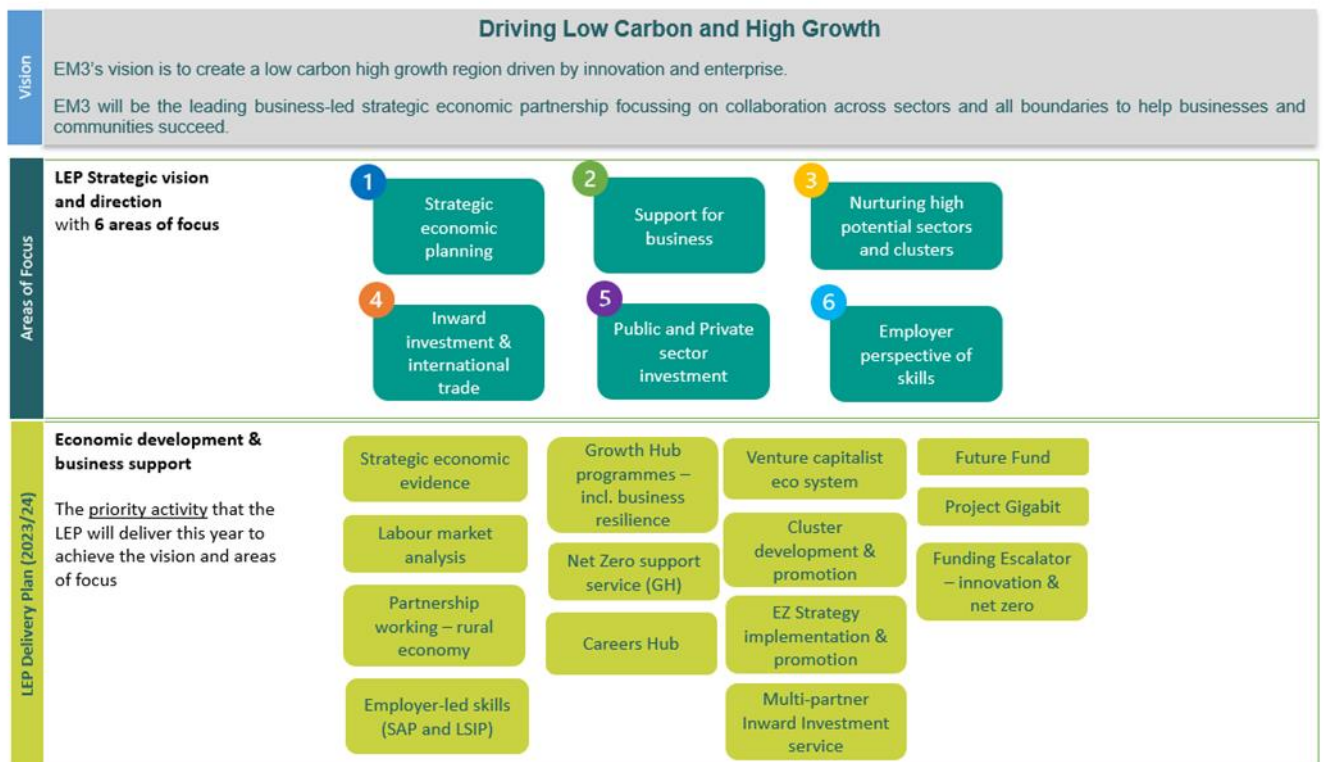
Delivering prosperity through innovation

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.

6 Areas of Focus



This update sets out the progress against the 2022/23 Delivery Plan and introduces the deliverables and key performance indicators for the 2023/24 Delivery Plan. The key deliverables for each plan are detailed below. All deliverables are aligned to EM3's Areas of Focus. Some deliverables align to more than one Area of Focus and all align to the Vision.

1. Strategic Economic Planning

2022/23
- Support Employer Led Provision, by convening partners and support them to develop and implement Strategic Development Fund (SDF) projects and a Local Skills Improvement Plan (LSIP)
- To support a globally competitive low carbon high growth region, gather strategic economic evidence and quality business intelligence in partnership with business organisations that clearly articulate the area's economic priorities and high potential sectors. Identify actions needed to support priority sectors, economic growth and labour market needs
2023/24
- To support a globally competitive low carbon high growth region, gather strategic economic evidence and quality business intelligence in partnership with business organisations that clearly articulate the area's economic priorities and high potential sectors. Identify actions needed to support priority sectors, economic growth and labour market needs
- Within available resources, respond to stakeholder interests in specialist areas of the economy e.g. initiate work with District & Borough Councils to maximise the strengths within the rural economy
- Provide tailored market analysis to support the work of the Careers Hub

- **Strategic Development Fund (SDF)**

Since September, the LEP has provided project management and financial support for this £2.6m government funded project, designed to help reshape the technical skills provision in the area to align with local employer skills' needs. With a focus on Green Technologies, the project involves a consortium of 8 colleges across the LEP and whole of Surrey geography. As the project funding window draws to a close (31 March), the project has purchased over £1.4m of new equipment and technology, created over 100 hours of Green Skills learning materials, secured over 1000 hours of CPD to upskill FE staff and is now developing some strong working relationships with employers across the area to further develop skills training that will address future skills' needs.

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

The LSIP team, based at the Surrey Chambers of Commerce, have commissioned some labour market research to help identify key sectors and activity to focus on. The LEP have provided extensive labour market information into the LSIP geography as part of their Skills Advisory Panel work and supported various activities and presentations to employers and providers. From 1 April, the LEP will be supported the collating of quantitative and qualitative data and bringing this all together to produce the LSIP Report for the area. This is due to be submitted by 31 May. There is also a discussion about how the EM3 Skills Advisory Panel can complement and add value to the LSIP.

2. Support for Business

2022/23	
-	Enable high potential businesses to grow and increase productivity through our Growth Hub Programmes. Meet the targets set by BEIS and the LEP
-	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
2023/24	
-	Enable high potential businesses to grow and ensure resilience of SME's throughout the current economic crisis through our Growth Hub services and all LEP business facing activities
-	Support our businesses to become net zero by continuing to deliver and promote our specialist Net Zero service
-	Support Innovation in the region by investing in high potential businesses via the Funding Escalator

- **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-focussed 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. The information is disseminated to partners and fed back to central Government.

- **Growth Hub Programme**

The table below shows the KPI's for the Growth Hub, the current figures and a commentary regarding the current status.

Activity	Target to 31 st March 2023	Current figure to 28 th Feb 2023	Commentary
Unique visitors to the website	22,000	48,875	222% Target exceeded
Unique visitors to funding tool	500	1,273	255% Target exceeded
Low Intensity interventions including Signposting	1,000	2,211	221% Target exceeded
Post Covid recovery Clients	30	9	30% Under target
Growth Champion coaching Clients	72	72	100% Target met
High Growth Clients	71	57	80.3% Under target
Funding Clients	42	144	343% Exceeded target
Referrals to Apprenticeship Hub	48	30	62.5% Under target
Female Business Leader Programme	33	14	42.2% Under target
Start-up Tech Programme	11	4	34.4% Under target
Start-up Peer Programme	72	Data TBC	

In some areas the results are still under target however show a significant improvement on those presented last September. Targets have been exceeded in areas such as Website visitors and those using the funding tool. The Growth Champion direct coaching clients KPI is on target.

For those areas under target, a series of actions have been taken. A new marketing campaign was launched in October 2022 and achieved its target of 4 new enquiries per week over the 6-week campaign. Actions have also been taken to address some data discrepancies and improve recording, with additional staff training taking place on HubSpot to ensure accuracy.

The Start-up Peer 2 peer programme commenced successfully in November 2022 and is currently starting its 3rd Cohort with 22 clients successfully completing the programme and giving excellent feedback. The figure is slightly behind the optimum figure of 36 Clients. Surrey Chambers are running a similar Start up academy and discussions are tabled to explore combining resources and delivery on these going forward so that the 2 programmes are not in competition.

- **Communications and Marketing**

Work on the Communications and Marketing strategy is ongoing. Both the new Communications Manager and Head of Policy, Intelligence and Comms are now in place and a draft strategy is in the process of being finalised. This strategy will support the continued drive to promote the work of the LEP and its role in business support. Carswell Gould were secured in March 22 as the LEPs Marketing Agency as they are better equipped to support the LEP with the high growth business audience which is the key target. They continue to support the ongoing work with campaigns such as the 'Jewels in the Crown' campaign that ran from December to February and the Growth Hub marketing campaign reaching 100,000 in our region.

A current key focus is the Annual Report and the preparation for the AGM which will be a further opportunity to promote the work of the LEP to stakeholders and partners.

3. Nurturing High Potential Sectors

2022/23
- Maximise inward investment opportunities by building on the 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
2023/24
- Maximise inward investment and economic growth opportunities by continuing to develop our existing clusters (Animal Health, Space/Satellite, Gaming, Jet Zero) and developing and supporting at least one new cluster for the region – potentially HealthTech and Creative Technologies

- **Jet Zero Cluster**

The LEP has commissioned detailed analysis of the Jet Zero cluster across the EM3 area, mapping businesses and sector strengths, challenges, barriers, and new opportunities both regionally and globally available for the EM3 region. This will then be utilised to produce a comprehensive business and R & D database as part of a compelling narrative set out in a sector proposition document with recommended actions/interventions to develop the cluster over the next 24 months. The work is due to be completed by mid-July 2023.

The Enterprise and Innovation team recently met with Farnborough International to discuss our participation at the upcoming Sustainable Skies World Summit. This international event is scheduled to take place on the 17th-18th April 2023 in Farnborough. Our attendance at the event

would position us to have direct access to local and sub-regional companies with an interest in Jet Zero and place us at the heart of the discussion on new technologies and strategies.

4. Attracting New Business to the Region

2022/23
- 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
2023/24
- Drive the appeal of the region to high growth low carbon companies by activating and promoting the new Enterprise Zone Implementation Plan
- Strengthen our relationship with DIT and local authorities and adopt a multi-partner inward investment service

- **Enterprise Zone Implementation Plan**

Work to prepare a new five-year implementation plan is underway and Cushman and Wakefield have been commissioned to provide specialist expertise in identifying commercial property market opportunities, detailed business rates income growth forecasts and priority investments needed to achieve growth at each of the Enterprise Zone sites. This work is due to be completed June 2023.

5. Public and Private Sector Investment

2022/23
- Procure and contract with a supplier to deliver the fibre spine in 2023/24
- 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
2023/24
- Review the success of the pilot 'Future Fund' and support at least three new capital growth projects in 2023/24
- Procure and contract with a supplier in order to deliver the Gigabit EM3 fibre spine in 2023/24 and explore potential for extensions within the district and borough councils
- Work with our investment community and local authorities to develop the venture capital investment eco system

- **Gigabit EM3 Project (Fibre Spine)**

The specification and ITT for a supplier to build, operate, maintain and commercialise the fibre spine are in the final stages of development and will shortly move to final review within Hampshire County Council. The procurement panel has been confirmed and we are aiming for the procurement activity to take place in Summer 2023 with the supplier secured for a September start.

- **Future Fund**

The Future Fund has received a number of applications that have been reviewed against the EM3 Vision. To date no projects have been offered funding, but a number are still in discussion with members of the team. A review of the Future Fund, it's promotion, intention and vision is planned for mid-April.

6. Employer perspective of skills

2022/23
<ul style="list-style-type: none"> 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 KPI's set by the CEC
2023/24
<ul style="list-style-type: none"> Deliver our Careers Hub service to help employers, schools and colleges prepare young people for careers and develop the future workforce, deliver local skills projects and deliver KPI's set by the CEC Support employer-led skills provision, by convening partners through the Skills Advisory Panel and supporting them to develop and implement a Local Skills Improvement Plan (LSIP)

- Careers Hub**

After almost a year of being understaffed the Careers Hub is now at full staffing, 8 members of the team. This will have a huge impact on our ability to meet our KPIs and we should see progress on these by the end of the academic year.

We now work in local authority borough regions and plan on a localised targeted approach, to help us better understand the schools, colleges, businesses, opportunities, and skills gaps in each area.

Imminently the Careers hub will deliver a work experience project giving 40 teachers, 100 experiences in Surrey based business, with a focus on 'green skilled' work experience. This will enable them to reimagine the curriculum in the subject areas, understand skills gaps locally and the pathways and recruitment processes and enable them to pass back the information to their students.

The table below shows the KPI's for the Careers Hub for the current academic year, the current figures and a commentary regarding the current status.

Performance	Target	Current Position	Comments
Coverage	At least 90 schools and colleges signed up to the MoU (new MoU's not required for establishments previously in EAN/Hub)	92 schools signed up	This allows movement within the hub for schools not meeting the hubs MoU
EA Matching	98% of schools/colleges in the Careers Hub to be matched with an EA	61% match	With a designated person now in place we expect this number to quickly rise
Benchmark Performance % Achieved	1) A minimum of 90% of schools and colleges in a Careers Hub achieving no fewer than 3 Gatsby Benchmarks 2) The Careers Hub to achieve an average of at least 5 BM's	1) 87% 2) 4.8	1) On track to achieve 2) Results increase throughout the year so this will increase

	3) 80% of Hub schools/colleges to fully achieve BM1	3) 51%	3) This is a significant increase on our targets from last year
Stakeholder Satisfaction	70% or higher – EA's satisfied with the experience of being an EA 80% or higher – EA's who plan to continue in role A minimum of 20% of EA's (or 10 responses where 10 is higher than 20%) should be secured for key satisfaction surveys	No data yet	Data will be released later in the year.

- **Skills Advisory Panel (SAP)**

Officially, funding from the DfE for the EM3 Skills Advisory Panel comes to an end on 31st March. The LEP is looking to continue the panel based on its reputation as the place for local employers to speak about their skills and recruitment challenges to a strong group of providers and other stakeholders from the local skills system. The LEP will also continue to provide bi-monthly insights into the local economy and labour market to help identify and inform priorities for skills work.