



enterprise **m3**

Delivering prosperity through innovation

EM3 DELIVERY PLAN PROGRESS UPDATE




August 2023



DELIVERY PLAN PROGRESS AT A GLANCE

Key messages for August 2023 Board

- In this second update to the Board on the 23/24 Delivery Plan, activities have continued in all 14 Deliverables. The following slides summarise key actions and progress for each of the Deliverables:
 - 12 of the Deliverables have maintained a **Green** RAG status as their delivery is on track.
 - 1 of the Deliverables (Future Fund) previously reported as Paused now has an **Amber** RAG status as preparatory work for new funding opportunity has been undertaken.
 - 1 Deliverable (Fibre Spine) is unchanged with a **Paused** RAG status as procurement remains on hold.
- The updates on the Growth Hub and Careers Hub also include EM3's progress against their respective targets. Since the previous update to the Board, the Growth Hub team has completed its assessment of requirements for data collection allowing Q1 data to be captured and presented in Slide 7.

- Progress for each of the deliverables and activities is set out together with an indication of status on whether we are on track to deliver.
- The overall RAG status provided for each Deliverable is defined as:

-  Progress is on track and as planned
-  Slight issues or delays but plans in place to rectify
-  Issues or delays and completion is outside LEP control

-  Activity is on hold
-  Activity is complete

VISION

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 focusing on collaboration across sectors and all boundaries to help businesses and communities succeed

AREAS OF FOCUS



PRIORITY ACTIVITIES



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 DELIVERABLES (1)

(1) 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.

	Key Actions	Progress	Lead	RAG
1	<ul style="list-style-type: none"> • Maintain effective B2B communications to promote the services and impact of the LEP, Growth Hub and Careers Hub. • Identify opportunities to expand the reach of EM3 communications to new stakeholders • Gathering business intelligence from business support organisations and submit reports to Government. 	<ul style="list-style-type: none"> • Constructive discussions with Hampshire & Surrey colleagues underway to re-invent, improve and implement new economic development landscape. • Workshop to explore “How can we best drive sustainable growth” arranged for 27 July, led by external consultant Deborah Wyatt to inform a pipeline of projects that meet current and future economic needs of the region. • Planning for LEP annual business conference – with business-focused theme “Celebrating Our Innovation Region” - is well advanced with registrations now closed. • Monthly business intelligence reports continue to be filed to Govt. and feedback received has been these are highly valued. • New template for intelligence gathering received from DBT and will be implemented in the next meeting of EM3 area business support organisations. HCC team responsible for bi-monthly dashboards aligning their work to this to ensure robustness in data collation/analysis/reporting by EM3 and partners. 	SB/SL	



1 STRATEGIC ECONOMIC PLANNING DELIVERABLES (2)

(2) 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.

(3) Provide tailored market analysis to support the work of the Careers Hub.

	Key Actions	Progress	Lead	RAG
2	<ul style="list-style-type: none"> Delivery of a commissioned report into economic activity into Local Authority (LA) rural areas to include recommendations to boost economic growth 	<ul style="list-style-type: none"> Following the presentation of our findings to LAs in May, findings and recommendations of our analysis were presented to Hants County Council and Mid Hampshire Council leaders 20/07/23. Well received discussion on next steps. 	SL CB FMc	●
3	<ul style="list-style-type: none"> Provide bi-monthly insights into the local economy and labour market to help identify and inform priorities for skills work 	<ul style="list-style-type: none"> Production schedule on target – July Dashboard referenced in MD report. New aspects to the Dashboards and deep dives under consideration include the region's export and innovation capabilities, the green economic transition, and ways to measure/drive new forms for economic growth that reflect upper tier authorities' strategic priorities. EM3's Dashboards to be re-calibrated with an enhanced policy focus to improve collaborative activities with partners and their subsequent impact. 	SB	●

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GROWTH HUB TARGETS

Performance	Target	Progress*	Commentary	RAG
Businesses with Growth Potential Receiving Medium/High Intensity Support	190 (95 per Growth Champion)	47	<ul style="list-style-type: none"> 24.7% of target achieved The new Growth Hub team structure is working effectively, and we are confident of meeting target for the year. 	
Referrals to Specialist Business Support Services for medium and high intensity clients e.g. DIT, Innovate UK, Help to Grow, FSE, Apprenticeship Hub	96 (48 per Growth Champion)	25	<ul style="list-style-type: none"> 26% of target achieved Excellent relationships in place with external partners to support specialist business requirements. 	
Business Enquiries to EM3 GH & LEP	1,950	983	<ul style="list-style-type: none"> 50.4% of target achieved Excellent progress against target reflects relationships across the LEP, with our external partners and stakeholders, together with responses to regular social media posts and PR 	
Businesses Signposted to Other Business Support Organisations	830	75	<ul style="list-style-type: none"> 9% of target achieved This figure doesn't appear to reflect work in progress hence we will be reviewing to ensure that all signposting interactions are captured. 	

*Progress figures as of 20 July 2023

3 NURTURING HIGH POTENTIAL SECTORS AND CLUSTERS DELIVERABLES (1)

(7) 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.


	Key Actions	Progress	Lead	RAG
7	<ul style="list-style-type: none"> • Jet Zero: SQW to undertake a detailed mapping study of the emerging cluster, to develop a high-level action plan to take the sector forward and a Sector Proposition document – due end July 2023. • Jet Zero: Establish a more permanent Steering Group with a private sector chair and terms of reference agreed by end of March 2024. • Jet Zero: Run one business to business event and submit or support a bid for funding to support the sector (requirement TBC) • Deliver evidence base for Life Sciences sector • Further sector action plans commissioned to examine potential new clusters: Creative industries, Gaming, Animal Health 	<ul style="list-style-type: none"> • Jet Zero sector report work with SQW is progressing and a presentation to the Steering Group with initial findings, details on the emerging database of companies engaging with sustainable aviation and outline sector propositions was made in June. • We have extended the contract to October as there have been delays/difficulties in securing meetings with key stakeholders and to allow time for a presentation of the final report to the EM3 Board in October • Completed mapping and evidence base of the Life Sciences sector in the Central South - Hampshire, Surrey and Solent (presented to the Board in June). Now exploring how to take forward development of the sector and have been in discussion with the two Academic Health Science Networks in the EM3 region to identify opportunities <p style="text-align: right;"><i>Continued, see following slide</i></p>	CB	

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3 NURTURING HIGH POTENTIAL SECTORS AND CLUSTERS DELIVERABLES (2)

(7) 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.

	Key Actions	Progress	Lead	RAG
7	<ul style="list-style-type: none"> • Jet Zero: SQW to undertake a detailed mapping study of the emerging cluster, to develop a high-level action plan to take the sector forward and a Sector Proposition document – due end July 2023. • Jet Zero: Establish a more permanent Steering Group with a private sector chair and terms of reference agreed by end of March 2024. • Jet Zero: Run one business to business event and submit or support a bid for funding to support the sector (requirement TBC) • Deliver evidence base for Life Sciences sector • Further sector action plans commissioned to examine potential new clusters: Creative industries, Gaming, Animal Health 	<p><i>Update continued...</i></p> <ul style="list-style-type: none"> • The team have established regular meetings with vHive as a core partner in the Animal Health Innovation Network which has included managing some active inward investment enquiries (which have come about from supporting the High Potential Opportunities Programme). We are taking part in a 'meet the Chinese investor' virtual event hosted by the embassy in Beijing in August to showcase the HPO and contributed to an international webinar organised by DBT. We are also looking to develop a collaborative brochure between ourselves and VHive on how businesses can benefit from the network • The life sciences data is providing potential opportunities to work with the Surrey HTA on pipeline companies and we are exploring how we can support Net Zero objectives in the NHS. 	CB	



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INWARD INVESTMENT & INTERNATIONAL TRADE DELIVERABLES

(8) Drive the appeal of the region to high growth low carbon companies by activating and promoting the new Enterprise Zone Implementation Plan.

(9) Strengthen our relationship with DBT and local authorities and adopt a multi-partner inward investment service

	Key Actions	Progress	Lead	RAG
8	<ul style="list-style-type: none"> Completion of the new Enterprise Zone Implementation Plan at the end of June 2023 (baseline business rates forecast 26/5/23; draft report 08/6/23) Enterprise Zone Business Directory is live by the end of May New Enterprise Zone Marketing Plan by end of September 2023 	<ul style="list-style-type: none"> Enterprise Zone Implementation Plan has been extended for completion by the end of September as we have faced challenges to get partners together and to key get key information from them. A significant amount of work by Cushman & Wakefield who are contracted to do this work has been completed including initial BRIG projections (Business Rates Income Growth) in line with agreed development scenarios. EZ Business Directory published on EM3 website. 	CB	
9	<ul style="list-style-type: none"> Providing responsive support to potential inward investor enquiries directed to EM3 from DBT. Establishment of multi-partner investment service Inward investment model to be in place by end of July 2023 	<ul style="list-style-type: none"> Regular inputs on new enquiries including a semi-conductor fab. plant for which one site solution was presented. Meetings included one with US leisure operator Great Wolf who are considering a major investment in Basingstoke The EM3 had 18 successful projects in 2022/23 which was down on 21/22 (25). This is partly explained by shift of resources and project prioritisation by DBT. Work on a new inward Investment model is on-going and is quite dependent on the forthcoming website review which will be an important element of the delivery mechanism. 	CB	







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PUBLIC AND PRIVATE SECTOR INVESTMENT DELIVERABLES

(10) Review the success of the pilot ‘Future Fund’ and support at least three new capital growth projects in 2023/24.

(11) Procure and contract with a supplier in order to deliver the Gigabit EM3 fibre spine in 2023/24 and explore potential for extensions with district and borough councils.

(12) Work with our investment community and local authorities to develop the venture capital investment ecosystem

	Key Actions	Progress	Lead	RAG	
10	<ul style="list-style-type: none"> Preparation of documents for applicants to use in their applications. Meetings with Accountable Body to discuss timelines and processes. 	<ul style="list-style-type: none"> Application documentation drafted. Discussions with Accountable Body to update them on FF preparations. Progress timelines updated – see paper submitted to August Board - Item 10. 	MB	●	 
11	<ul style="list-style-type: none"> Meetings with Local Authorities (LA) to explore ownership options. 	<ul style="list-style-type: none"> Initial meetings with LAs taken place and further meetings planned. ITT documentation being redrafted in preparation for next steps in procurement. Procurement activity remains paused but background work continues. 	SM		 
12	<ul style="list-style-type: none"> Explore options for investment fund. 	<ul style="list-style-type: none"> Meetings with stakeholders in Hampshire and Surrey to explore options have taken place. Meeting with FSE as potential fund managers has taken place and follow up action to provide FSE with data and narrative for a draft proposition to private investors has been completed. 	SL SM KL FMc	●	 

EMPLOYER PERSPECTIVE OF SKILLS DELIVERABLES

(13) 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 KPIs set by the CEC.

(14) 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).

*progress against metrics are on the following slides





	Key Actions	Progress	Lead	RAG
13	<ul style="list-style-type: none"> • Careers Hub Strategic planning day held on May 22 to link Careers and Enterprise Hub more closely with employers, skills and future skills in the region. • Identify ways of working more closely with Growth Hub. 	<ul style="list-style-type: none"> • Initial strategic planning shared in grant offer letter return to Careers and Enterprise Company. • First joint meeting with Growth Hub has taken place. • NHS 350 project to be expanded to new schools. • Gifted Careers handbooks to every school in our region, to support development of Careers Leaders and advisors. 	SD	
14	<ul style="list-style-type: none"> • Provision of bi-monthly insights into the local economy and labour market. • Delivery of LSIP (led by Surrey Chambers of Commerce). • Enable delivery of the Skills Advisory Panel. 	<ul style="list-style-type: none"> • Bi-monthly insights delivered and published to help identify and inform priorities for skills work and policy recommendations for EM3 and partners to consider. • Final version of LSIP due to be published at end of July and LEP will support delivery of key actions from the report as part of LSIP and Local Skills Improvement Fund (LSIF). • Skills Advisory Panels have continued to meet bi-monthly, latest meeting was in June. 	JM/ SB	

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Performance	Target	Progress*	Commentary	RAG
Coverage	93 schools in the Enterprise M3 Careers and Enterprise Hub region. 90 have signed an MoU	Complete	Target has been met.	
Enterprise Advisor (EA) Recruitment	Audit of Enterprise Advisors to improve connections with schools and colleges. New strategy introduced.	Complete	New Enterprise Advisors in place. Cornerstone Group development has begun and will be in place by September 1	
EA matching (%)	98% schools / colleges in the Careers Hub to be matched with an EA	61%	Audit has taken place to determine if meaningful activity is underway. Expect final % to increase but will not meet 98% due to changes in matched EAs at schools/colleges.	
Benchmark (BM) Performance % Achieved	<p>A minimum of 90% of schools and colleges in a Careers Hub achieving no fewer than 3 Gatsby Benchmarks</p> <p>The Careers Hub to achieve an average of at least 5 BMs</p> <p>80% of Hub schools/colleges to fully achieve BM1</p> <p>Clear evidence of progress in BM5 and BM6 should be made throughout the year</p>	<p>70%</p> <p>5.0</p> <p>85%</p>	<p>Gatsby BM1 increased. Strategic projects planned to support other projects. Cluster meeting for Send Schools in support of Gatsby BM6, 7 and 8. Final % may not meet target.</p> <p>Strategic project supporting schools to achieve Gatsby BM1 has succeeded in increasing this measure.</p> <p>Successful event to engage parents regarding apprenticeship and technical education opportunities held at the Vyne school, Basingstoke. This will be offered to other schools.</p> <p>New working partners; Speakers for Schools to offer experiences of the workplace – Gatsby BM6.</p>	

*Progress figures as of 21 July 2023

Performance	Target	Progress*	Commentary	RAG
Compass+ Onboarding	Upgrades to Compass+ should take place for 90% of all Hub schools	Underway	This will be a priority for 2023/24. Issues with IT compatibility with schools and colleagues has made advancement difficult. Enterprise M3 Careers Hub are in the third wave for Compass Plus Champion project – March 2024.	
Compass+ Frequency of Use	75% of Compass+ users should become “frequent users”, defined as having at least 15 activities in their Plan	Underway	This will be a priority for 2023/24. Issues with IT compatibility with schools and colleagues has made advancement difficult. Enterprise M3 Careers Hub are in the third wave for Compass Plus Champion project – March 2024.	
Future Skills Questionnaire (FSQ)	25% of Compass+ users should complete at least 1 FSQ with at least 1 cohort of students	Research Underway	Plan to engage outside Compass Plus in first instance to gain insights. One school has taken part in CEC research on FSQ.	
Stakeholder Satisfaction	70% or higher - EAs satisfied with the experience of being an EA 80% or higher – EAs who plan to continue in role A minimum of 20% of EAs (or 10 responses where 10 is higher than 20%) should be secured for key satisfaction surveys	No data yet To be calculated	Data will be released later this year. Audit of EAs means some will not continue in their role. Cornerstone Group to be launched in September 2023.	

*Progress figures as of 21 July 2023