



enterprise **m3**

Delivering prosperity through innovation

EM3 DELIVERY PLAN PROGRESS UPDATE






December 2023

DELIVERY PLAN PROGRESS AT A GLANCE

Key messages for December 2023 Board

- In this fourth update to the Board on the 23/24 Delivery Plan, activities have continued across the Enterprise M3 Deliverables. The following slides summarise key actions and progress for each of the Deliverables:
 - 1 Deliverable (Rural economy) is now marked as **Complete** because the EM3 work has been delivered.
 - 11 of the Deliverables have maintained a **Green** RAG status as their delivery is on track.
 - 1 of the Deliverables (Investment Fund) has remained at **Amber** because the funding options are still being explored and therefore development timelines are TBC.
 - 1 Deliverable (Fibre Spine) has remained unchanged in this financial year with a **Paused** RAG status because its procurement activity remains on hold.
- The updates on the Growth Hub and Careers Hub also include EM3's progress against their respective targets.
 - Careers Hub: Due to technical difficulties with the recording system over a 2 ½ month period – now resolved - data updates will not be available until the end of the autumn term in December 2023.
 - Growth Hub: On track to meet three of the four targets.

- 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 |  Activity is on hold |
|  Slight issues or delays but plans in place to rectify | |
|  Issues or delays and completion is outside LEP control |  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"> EM3 annual conference successfully delivered EM3 annual report produced, referenced at annual conference and disseminated to stakeholders EM3 video produced and showcased at annual conference Stage I of EM3 website refresh complete EM3 newsletter (sectoral focus) disseminated Successful contribution to/impact from partnership event with Hampshire Chambers of Commerce on 'Unlocking Hampshire's Green Potential' Key EM3 marketing-comms activities in progress: <ul style="list-style-type: none"> Stage II of website refresh Digital campaign supporting Growth Hub events SkyTV episode on sustainability being filmed on 22/11 – airing in Jan/Feb 2024 Two EM3 newsletters in the pipeline (GH and Jet Zero) Strategic support to HCC in promoting the DfE's Skills Bootcamps contract Monthly business intelligence reports continue to be filed to Govt. and feedback received has been these are highly valued. 	SB	



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"> Presentation of our findings to LAs in May, and presentation of results and recommendations of our analysis to Hants County Council and mid-Hampshire Council leaders in July. EM3 involvement is now complete but we remain available to provide further inputs and support if requested by LAs. 	CB FMc	<input checked="" type="checkbox"/>
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 – November Dashboard referenced in MD report and features insight into the region's export capabilities. A revised Service Level Agreement with HCC to March 2024 will account for: <ul style="list-style-type: none"> One more dashboard for Feb '2024 A refresh of the LSIP evidence base 3 deep dives: <ul style="list-style-type: none"> Beyond GVA Green economic transition Sectoral baselining to improve sector plans EM3's dashboards recalibrated to provide focused thematic insights and actions as a prelude to piloting innovative activities. 	SB	●

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2 SUPPORT FOR BUSINESS DELIVERABLES

- (4) 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.
- (5) Support our businesses to become net zero by continuing to deliver and promote our specialist Net Zero service.
- (6) Support Innovation in the region by investing in high potential businesses via the Funding Escalator.

*progress against metrics are on the following slide

	Key Actions	Progress	Lead	RAG
4	<ul style="list-style-type: none"> Gathering regular business intelligence and economic analysis as part of EM3's role as business-focussed strategic lead for the region. Convening key business representative organisations in the region to generate "on-the-ground" business intelligence. 	<ul style="list-style-type: none"> Stakeholder group continues to meet business organisations across EM3 area. Regular intelligence reports compiled that capture economic data, trends and feedback and insights from businesses. The bi-monthly Dashboards continue to enhance data capture / analysis / reporting by EM3 and partners. 	ST SB	
5	<ul style="list-style-type: none"> Net Zero service promotion on EM3 web site 	<ul style="list-style-type: none"> Net Zero service enhanced. Commencement of 'Green is Good' programme: <ul style="list-style-type: none"> One to many webinars focused on Net Zero transition solutions for SMEs (as part of GH events schedule) Thought leadership by EM3 and partners on creating the right conditions to enable a green economic transition that will drive business growth, green skills, innovation etc. Piloting of masterclasses to develop a pool of green business champions (to support GH KPIs) 	SB ST	
6	<ul style="list-style-type: none"> To review the FSE II Fund and consider options for contract extension. 	<ul style="list-style-type: none"> Following the 6-month extension to June 2024, HCC & SCC are reviewing contract terms to agree next steps for future extensions. 	MB	


GROWTH HUB TARGETS

Performance	Target	Progress*	Commentary	RAG
Businesses with Growth Potential Receiving Medium/High Intensity Support	190 (95 per Growth Champion)	170 89.5% of target achieved	<ul style="list-style-type: none"> Excellent teamwork from the EM3 Growth Hub We anticipate meeting this target during December, enabling a focus on delivery of the business support required from January to March 2024 	
Referrals to Specialist Business Support Services for medium and high intensity clients e.g., DBT, Innovate UK, Help to Grow, FSE, Apprenticeship Hub	96 (48 per Growth Champion)	71 74% of target achieved	<ul style="list-style-type: none"> We anticipate meeting this target before year end There are excellent relationships in place with external partners that provide specialist business support 	
Business Enquiries to EM3 GH & LEP	1,950	1544 79.2% of target achieved	<ul style="list-style-type: none"> We are on track to meet this target before year end Quality leads are being generated by the Growth Champions, Business Development Manager, targeted Telesales, Sector Growth team, Careers Hub and through attending events such as Venturefest South on 16 Nov. 	
Businesses Signposted to Other Business Support Organisations	830	152 18.3% of target achieved	<ul style="list-style-type: none"> The 830 target is very ambitious for 23/24. In the previous reporting year there had been a higher number of businesses contacting EM3 for advice and support due to the greater focus on COVID-recovery support. Appropriate enquiries are signposted to other Business Support Organisations such as Hampshire and Surrey Chambers of Commerce, FSB, Incuhive and Enterprise South. Signposting levels achieved in previous years have been c. 300 per year; we have achieved 50% of this level to date in 23/24. 	

*Progress figures as of 20 November 2023

NURTURING HIGH POTENTIAL SECTORS AND CLUSTERS DELIVERABLES



(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: Delivery of evidence base document, action plan and sector proposition document • 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"> • SQW presented their JetZero evidence base document, action plan and sector proposition document to the Board on the 10th October. The evidence base confirms there is a credible, but embryonic cluster of business activity and innovation taking place in the region. • The Action plan outlines a number of key activities to take this work forward which includes identifying a private sector chair to lead a small focused advisory board to take the cluster forward. A meeting with core stakeholders was held on 29th November to agree a plan for the advisory board • The mapping work for the life sciences sector has been completed. We are currently considering a longer- term plan with HCC colleagues on how to take the sector forward. As part of this, we are also running a roundtable event at the Future Towns Innovation hub on the 25 January in collaboration with the Growth Hub and Wessex Health Partners on health and well -being in the workplace. • We are in the process of commissioning the Economics Team in Hampshire to produce some benchmark business and employment data so we can measure the growth profile of our key sectors. 	CB	

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. Enterprise Zone Business Directory is live by the end of May. New Enterprise Zone Marketing Plan – early 2024. 	<ul style="list-style-type: none"> Cushman and Wakefield have completed their report and BRIG forecasts in November. This will be discussed again in the next EZ Steering Group meeting in December 2023. Partners to begin the work of which scenario and investment options they will consider taking forward, as well as developing the Marketing Plan. 	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 2023 	<ul style="list-style-type: none"> We continue to provide inputs to support new enquiries received but there are a couple of significant investments in the leisure and video game sector that may land in 2023/24. On the trade side, EM3 had organised an event on the 9th November in conjunction with DBT and Hampshire Chamber of Commerce as part of “International Trade Week”. Due to low take up this event had to be cancelled We continue to work effectively with DBT on an inward investment model involving the local authorities and as part of transition discussions with HCC are producing a detailed report on previous performance of FDI, availability of sites and options on how inward investment will operate in the future. 	CB	

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PUBLIC AND PRIVATE SECTOR INVESTMENT DELIVERABLES (1)

- (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"> • Review and shortlisting of project proposals (Sep). • Presentations by shortlisted projects teams (Oct). • Due diligence of shortlisted projects (Oct and Nov). 	<ul style="list-style-type: none"> • Seven projects shortlisted; all applicants notified of outcomes on 29 September and feedback meetings held with applicants who had requested those. • Due diligence of shortlisted projects in Oct and Nov.: <ul style="list-style-type: none"> • EM3 focused on project deliverability and resourcing aspects. • HCC focused on financial checks. • Presentations from shortlisted project teams in October allowed EM3 to probe in more detail the projects proposed. • All shortlisted project teams revised their business cases based on due diligence feedback. Final business cases submitted to EM3 on 10 November. • EM3 review of business cases completed in November. Paper with recommendations for projects to be funded submitted to December Board – Item 7. <p><i>Update continues on next slide</i></p>	MB	



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PUBLIC AND PRIVATE SECTOR INVESTMENT DELIVERABLES (2)

- (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
11	<ul style="list-style-type: none"> • Meetings with Local Authorities (LA) to explore the plans/process for the procurement of due diligence for the fibre spine project. 	<ul style="list-style-type: none"> • Further meetings with LAs taken place and the timelines for the due diligence are currently being discussed. • The overall project remains paused whilst the LEP Transition plans are finalised, but background activity is continuing. 	MB	
12	<ul style="list-style-type: none"> • Explore options for investment fund. 	<ul style="list-style-type: none"> • Following initial discussions, FSE offered to develop proposition on a potential product. A further discussion took place with FSE on 14 November. • EM3 and FSE will continue to explore funding options and reconvene in the New Year. 	SM KL FMc	

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6 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).

*updates on delivery of the 23/24 metrics are on the following slides

	Key Actions	Progress	Lead	RAG
13	<ul style="list-style-type: none"> • Delivery of key action areas as per plan agreed with CEC. • Closer working with EM3 Growth Hub. 	<ul style="list-style-type: none"> • EANR recording system was not available from August 31 until November 14 due to technical difficulties. This means data updates will not be available until the end of the autumn term in December 2023. 	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. • Local Skills Improvement Plan (LSIP) now has external representation as 'Future Skills Hub' with facilities for engagement from business and providers: https://www.surrey-chambers.co.uk/future-skills-hub • Motor Vehicle Skills Summit event at Brooklands Museum on 1 November with around 50 representatives from businesses, providers and other stakeholders and input from IMI, Euro Car Parts and Kia UK. • Delivery of Local Skills Improvement Fund (LSIF) has commenced, led by Sparsholt College with seven other colleges across Hampshire & Surrey and support from both EM3 and Surrey Careers Hubs. • Skills Advisory Panel on 22 November with focus on 'Digital Badging' and Skills Bootcamps which have just launched across Hampshire & Surrey. 	JM SB	●

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CAREERS HUB METRICS FOR 23/24 ACADEMIC YEAR (1)

Performance	Target - 23/24 academic year	Progress*	Commentary	RAG
Full Roll-out of Careers Hubs	All eligible institutions are offered the opportunity to join a Careers Hub (CH). Every CH institution to complete Compass every term.	Ongoing	Work will continue.	
Gatsby Benchmark (BM) Progress	<p>1. An average of 5.5 Gatsby BM achieved across CHs; faster progress for schools serving the most disadvantaged young people including Special Schools and Alternative Provision.</p> <p>2. 90% of all institutions in Careers Hubs achieving at least 3 Gatsby BMs.</p>	<p>Achieved</p> <p>Underway</p>	<p>1. Priorities for 2023/34 are to increase Gatsby BM 1 - a stable and comprehensive careers plan - and a steady increase in Gatsby BM 5 and 6 – engagement with employers and experiences of the workplace throughout the year. In Sept. 2023, an online workshop with schools’ careers leads to increase Gatsby BM 1 began, with an audit, training session led by ECs for Careers Leaders in schools below benchmark. Additional support is planned for January 2024 with a repeat session and lunchtime drop-in workshops for further support. The above work will increase impact.</p> <p>2. A Provider Access Legislation programme of work began in November 2023 with Hampshire County Council colleagues planning to ensure PAL information is evident in schools. This programme will launch in January/February 2024.</p> <p><i>Update continues on next slide....</i></p>	

CAREERS HUB METRICS FOR 23/24 ACADEMIC YEAR (2)

Performance	Target - 23/24 academic year	Progress*	Commentary	RAG
Gatsby Benchmark (BM) Progress <i>Continued...</i>	3. At least 20% of institutions in a Careers Hub achieving all 8 Gatsby BMs.	Underway	3. Projects planned to increase employer engagement, specialist support for SEND schools and a SEND Training Conference are underway. The SEND Training Conference will take place in HCC's Ashburton Hall, Winchester on 25 March 2024. This event is being organised in collaboration with HCC's SEND team.	
	4. At least 20% of schools completing at least 100 Future Skills Questionnaires (FSQ) each.	Underway	4. On 7 November, the Careers and Enterprise Hub hosted a Compass Plus workshop to ensure all schools in the region adopt the system. Colleagues from the Careers and Enterprise Company led the session to support engagement with Compass Plus and the Future Skills Questionnaire. 20 colleagues from schools, including deputy head teachers and three governors attended the event. Feedback was positive and requests for a further workshop in January 2024 will be actioned.	
	5. At least 80% of eligible schools to have upgraded to Compass+	Underway	5. The Strategic Hub lead will take on the role of Compass Plus Champion to lead on this objective and work towards 80% of schools upgraded to Compass Plus by August 2024.	

CAREERS HUB METRICS FOR 23/24 ACADEMIC YEAR (4)

Performance	Target - 23/24 academic year	Progress*	Commentary	RAG
Skills-based Volunteering	<p>Careers Hub will have a bank of Enterprise Advisers to be deployed based on institution need and framed around the CEC's and Careers Hub's priorities.</p> <p>A minimum of 80% of institutions in the Careers Hub will receive EA support at least once during the academic year.</p>	Underway	<p>Six new Enterprise Advisers have been recruited. Training session held on 22 November, 2023.</p> <p>Agile EAs will work with more than one school according to skill gaps and regional needs</p>	
Amplify Apprenticeships, Technical and Vocational Routes	<p>Careers Hub will deliver at least one initiative to improve the ability of young people to take up apprenticeship and technical education pathways under CEC's ATE Framework.</p>	Underway	<p>Degree Apprenticeship Fair confirmed March 2024, Sparsholt College.</p> <p>January 2024, 15 parent events to explain apprenticeship and technical education routes will begin.</p> <p>Live Toolkit for apprenticeship and technical education routes launched January 2024.</p>	

CAREERS HUB METRICS FOR 23/24 ACADEMIC YEAR (3)

Performance	Target - 23/24 academic year	Progress*	Commentary	RAG
More High-Quality Experiences with Employers	80% of Careers Hub institutions fully achieving Gatsby BM 5 – Encounters with Employers – with faster progress made by institutions in the upper quartile of FSM, Special Schools and Alternative Provision and faster progress for schools serving the most disadvantaged young people including Special Schools and Alternative Provision.	Events confirmed	Projects designed to improve progress by institutions in the upper quartile of FSM, Special School and Alternative Provision are included in 2023/24 hub plan. SEND Training Conference to be held on 25 March 2024, followed by employer contact programme in April and May 2024. Our objective is to ensure faster progress for schools serving the most disadvantaged young people including Special Schools and Alternative Provision.	
	65% of Careers Hub institutions fully achieving Gatsby Benchmark 6 – Experiences of the Workplace – with faster progress for schools serving the most disadvantaged young people including Special Schools and Alternative Provision.	Events confirmed	The following events will provide high quality experiences for the above groups and those at risk of becoming NEET. <ul style="list-style-type: none"> • Digital and space event 6-7 March 2024. • SEND training conference 25 March 2024. • Employer events organised with SEND schools, April and May 2024. • Sponsored Get Inspired event February 2024. • Degree Apprenticeship event confirmed at Sparsholt College, March 2024 • Winchester University session for disadvantaged pupils, organised with widening participation team • 15 parent events in schools where there are pupils in the two upper quartiles of FSM and at risk of becoming NEET. May 2024. • Introduction of a Cornerstone Group, 5 December 2023 at EM3 offices. 	