

Heart of the South West Local Enterprise Partnership

Finance & Resources Committee

October 2020

Report theme: Objectives and Key Results (OKRs)
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Summary

The purpose of this report is to provide an overview of the Service Level Agreement OKRs proposed for Q3 (Oct – Dec) 2020.

Recommendations

It is recommended that F&R review the proposed OKRs and approve for delivery in Q3.

Introduction

F&R received a report in July setting out the principles of OKRs and the process by which they would be developed and agreed. It was agreed that the Q3 OKRs would be presented to F&R for endorsement.

A reporting framework will be developed to report progress back to F&R as we move into Q4.

Attached as appendices are the OKRs for:

1	Appendix A: Corporate Objectives and Key Results – Q3 (Sep to Dec) 2020	2
2	Appendix B: People Leadership Objectives and Key Results – Q3 (Sep to Dec) 2020	4
3	Appendix C: Business Leadership Objectives and Key Results – Q3 (Sep to Dec) 2020.....	6
4	Appendix D: Place Leadership Objectives and Key Results – Q3 (Sep to Dec) 2020.....	7
5	Appendix E: TDA Objectives and Key Results – Q3 (Sep to Dec) 2020	9

1 Appendix A: Corporate Objectives and Key Results – Q3 (Sep to Dec) 2020

Overall Outcome

Create a high performing LEP.

Aim (focus areas)

1. Create programmes of work with milestones for review and completion
2. Bedding in and performance of new team structure

Create a high performing Board	KR1	New private sector directors in place and induction complete by January Board
	KR2	Leadership Group Chairs agreed work programme and delivery actions agreed by end November. To include <ul style="list-style-type: none"> - Single investment plan - Innovation strategy
	KR3	Agreed changes to Scrutiny process in place by end of November
Ensure effective organisational delivery	KR1	Recruitment for new team members complete by end December
	KR2	Establish inclusive growth panel within SAP remit, with Joint Committee representation and national support. By end December
	KR3	Approaches to clean growth agreed by end March through new Head of Delivery
Ensure effective implementation through added value (commissioning)	KR1	Growth Hub and Careers Hub exceed performance metrics
	KR2	First Inward Investment grants awarded by end January
Ensure effective implementation through added value (influencing)	KR1	Build Back Better proposition complete and briefed to MPs by end October
	KR2	Communications & engagement plan complete by end January/ To include <ul style="list-style-type: none"> - Digital media plan rolled out to the team by end November - Schedule of engagement (bulletins, Las, business groups and MPs) in place by end December
	KR3	Create strong influencing approach with HotSW MPs which dovetails with GSW and Joint Committee – by end October
	KR4	Adding value to partners: agree representation on the key strategic groups the LEP participates in on, e.g. town boards by end November

Ensure effective implementation through added value (thought leadership)	KR1	Observatory approach agreed and implemented by end October
	KR2	Programme of thought leadership research agreed by end November
	KR3	LEP evidence base on website updated and catalogued by end December
	KR4	Board economic dashboard agreed, with briefing, for January Board meeting

2 Appendix B: People Leadership Objectives and Key Results – Q3 (Sep to Dec) 2020

SAP Priorities

1. Educating and Retaining the Workforce of the Future
2. Apprenticeships, Traineeships and T Levels
3. Employability / Creating Pathways for All
4. Technical and Sector Skills
5. Supporting Higher Level Skills
6. Creating the Infrastructure for Future Learning

SAP Key Performance Indicators

- Percentage of workers in managerial, professional, and technical / scientific occupations
- Percentage of working age population qualified to Level 3 and 4
- Growth in median gross annual earnings
- Percentage of schools achieving the 8 Gatsby benchmarks for the careers advice
- Percentage of individuals with a disability or related barrier to work in employment

Other DCC work

- Digital lead
- DSP future
- Appraising two getting building projects
- Establishing inclusive growth panel & work programme
- Growth Hub & Careers Hub activity

Overall outcome: Delivering improved employment and skills outcomes for the people and businesses of the Heart of the South West, contributing to improved productivity and social inclusion.

Clear objectives, goals & accountabilities established, and Leadership Group priorities agreed	KR1	Delivery of the first draft of the Local Skills Report to the Skills Advisory Panel by November 2020, to be finalised and submitted to Government before March 2021.	Agreement of HotSW's Strategic Skills Framework, influencing additional support and funding cycles in 2021 and beyond.
	KR2	Delivery of the People element of the HotSW COVID Recovery Plan as an additional annex to the Local Skills Report, with approval taken forward with the LEP Board and Joint Committee.	Agreement of the HotSW's share COVID Recovery approach, influencing additional support and funding cycles in 2021 and beyond.
	KR3	Finalisation and delivery of the Future of Work Skills Deep Dive by the University of Exeter / SAP Secretariat.	Evidence to inform and support the Local Skills Strategy, shape future activity, and reinforce the area's case for appropriate resources.
	KR4	Establishment and initiation of the HotSW's Social Inclusion Panel, including recruitment of relevant staffing / secretariat support	Provision of expert advice and guidance to inform the LEP's forward investment and prioritisation approach around equity and social mobility.
Careers Hub exceed	KR1	Careers Hub expanded service operating across 160 schools, with first term of activity completed by December.	Additional enterprise advisors matched with 70 schools. 50 additional schools included in Careers Hub activity.

performance metrics	KR2	Joint Careers Hub / DSP project around digital careers advice rolled out with delivery partner by end September 2020.	Additional support provided to 15 schools around digital careers
	KR3	Performance on Gatsby Benchmark 5 and 6 moving towards 75% target required by June 2021	Area working toward 100% achievement on Gatsby Benchmark 5 and 6 (Encounters with Employers and Work Experience)
Support the continued development of Digital Skills through the Digital Skills Partnership approach and related projects	KR1	Staffing provision and forward funding of the DSP to be agreed with DCMS by December 2020, providing certainty on further digital skills activity in 2021	Business case approved and staff contracts agreed by end of quarter.
	KR2	Additional Bounce Back Digital programme delivered by the end of October 2020, supporting 300 businesses with their digital capability	77 additional courses run, over 300 attendees involved.
	KR3	NRS Digital Bootcamp application submitted and approved, providing additional technical training and pathways into employment	Project agreed to provide 770 fast track technical training opportunities to local individuals, with 70% to secure enhanced employment by June 2021.
Fund resources in support of local skills and inclusive growth measures	KR1	Additional business case submitted to ESF contingency fund by November 2020, seeking support for additional activity amongst young people.	Support for 500 additional NEETs and young people outside of work or training secured
	KR2	Contracting complete and delivery begun on three extant ESF programme applications by November 2020, including further support for the Health and Social care sector, around technical roles, and occupation, and for digital and construction skills.	Support secured for around 5,000 additional training places, as well as associated employment opportunities.
	KR3	Work ongoing on feeding into emerging CSR and other funding processes by Spring 2021, including next steps on National Skills Fund and Shared Prosperity Fund	Above national average level of funding per adult secured for HotSW in next three-year funding settlement.
Support recovery activity around people and employment in the face of COVID 19	KR1	Skills Launchpad launched, with work ongoing around integration of addition job searching and course funding provision by Spring 2021	Launchpad to have secured 6,000 visits by end of 2020
	KR2	Kickstart partnership approach agreed, and initial intermediary cohorts supported through wraparound provision.	First 50-100 Kickstart placements begun by December 2020
	KR3	Ongoing monitoring and management of COVID evidence base and employment / skills impacts, including production of quarterly evidence report for SAP by end of December 2020.	Quarterly evidence updates produced and published, as part of ongoing SAP leadership role on skills and employment policy and prioritisation.

3 Appendix C: Business Leadership Objectives and Key Results – Q3 (Sep to Dec) 2020

Overall outcome: Create and foster a vibrant and supportive business environment that supports businesses to start, relocate, recover and grow in Heart of the South West.

Clear objectives, goals & accountabilities established and Leadership Group priorities agreed	KR1	Board agreement on Business actions delivering to the LIS and Covid recovery plans by December 2020
	KR2	Restructure of Business Leadership Group and revised membership in place by November 2020
	KR3	Inward Investment programme board set up by November 2020
Deliver a comprehensive business support programme across HotSW	KR1	Growth Hub and Growth service integrated by Dec 2020 with ERDF project funding secured for after March 2021. Growth Hub to achieve the following outputs: engage with 1700 businesses, refer 350 and support 200
	KR2	Develop Covid Recovery Plan business support proposition
	KR3	60 businesses supported through the scale up programme by March 2021, with service delivery for 2021 onwards resolved by Dec 2020
	KR4	Peer to peer networks funding secured by end Aug 2020, delivery to commence by end August, programme delivered by March 2021
	KR5	First meeting of ERDF Inward Investment Programme Board by December 2020
Defence	KR1	Work with partners to set-up DASA cluster by October 2020
	KR2	Provide coordinator role for DASA cluster until March 2020
Construction	KR1	Develop proposition to support construction businesses to deliver work under Green Homes Grant scheme – December 2020

4 Appendix D: Place Leadership Objectives and Key Results – Q3 (Sep to Dec) 2020

Rural productivity
 Natural capital
 Enterprise Zones
 Energy

Transport
 Digital infrastructure
 Place shaping – employment land, high streets etc
 Coastal

Overall outcome: Delivering investment to create a clean and inclusive Place for Business

Clear objectives, goals & accountabilities established and Leadership Group priorities agreed	KR1	Board agreement on Place priorities
	KR2	Membership of the Place Group following Governance reviewed. New members attended September meeting
	KR3	Establish Working/Task & Finish Groups for Natural Capital, Energy, Future of Towns and Rural Productivity by end October 2020
	KR4	Organise Deep Dive workshop to raise Stakeholder awareness the Planning White Paper by end November 2020
Ensuring there is sufficient employment land to support growth	KR1	Respond to forthcoming Local Plan consultations.
	KR2	Convene panel by February/early March 2021
	KR3	Convene officer workshop about revolving finance recommendation from report by end 2020
	KR4	All Enterprise Zone implementation plans to be updated by end November 2020. Brief into SIP Dec
	KR5	Freeports - consultation response submitted in July and HOSW proposals developed by end of 2020
Develop a new model of natural capital-led growth	KR1	Develop an NC fund to test out different approaches that can be adopted by others - target of November Board Meeting to agree investments
	KR2	Mainstream NC principles into recovery approach and future investment pipeline by the spring 2021
Future of Towns	KR1	Commissioning of Future Towns Report Steering group to be established to oversee work
	KR2	Report recommendations endorsed by Place Group

Improving the productivity of the tourism, farming, food and fishing sectors	KR1	Develop Community Led Local Development approach to assist communities with Recovery and post Brexit Deep Dive for Place Group by February 2021
	KR2	Rural opportunities propositions being developed with steering group by December 2020
	KR3	Improvement in digital infrastructure to ensure rural communities can adapt to the 'new normal' – Commence delivery of Boosting Connectivity vouchers, Commence delivery of 5G project for Plymouth Sound by end September 2020
Support the growth of a high value, innovation led Energy sector	KR1	Develop with stakeholders a prioritised set of actions relating to energy for the LEP and development of Action Plan – November 2020
Creating fast, resilient and clean transport networks which connect people with opportunities	KR1	Submit a Strategic Outline Business Case to DfT for Cullompton and Wellington Stations by end of December 2020
	KR2	Development of transport strategy including decarbonisation, promotion of sustainable transport and public transport recovery
	KR3	Publication by Network Rails of the report on proposals for the Waterloo to Exeter rail route.

5 Appendix E: TDA Objectives and Key Results – Q3 (Sep to Dec) 2020

Fishing

Vision (where we want to get to)

To ensure the English Fishing Industry has its own voice at a national level, infrastructure is modernized, and the sector is stronger as a result of leaving the EU.

Aims (focus areas)

1. To ensure the English Fishing Industry has a voice at national level, establishing a level playing field with the devolved administrations.
2. To lobby for funding to support infrastructure improvements and the modernisation of fleets.
3. To support and prepare the sector for Brexit.

Work with local businesses and the Fisheries Intelligence Group to ensure the sector has a 'voice of its own'	KR1	Use the Fisheries Intelligence Group to develop a series of priority actions for the sector.
	KR2	Provide briefings and relevant support to enable effective lobbying.
Support the HotSW Fishing sector to ensure it is prepared for Brexit.	KR1	Work with the sector to address any concerns / issues that may arise from the departure of the EU.
	KR2	Ensure all aspects of the sector are aware of and understand the Fisheries Bill.
	KR2	Seek funding which can be used to support infrastructure improvements and modernisation of fleets across the HotSW.

Photonics

Vision (where we want to get to)

To grow the photonics and micro electronics sector establishing a world class reputation internationally.

Aims (focus areas)

1. To raise the profile of the photonic and microelectronics sector
2. To grow the sector
3. To establish an international reputation for the sector

Work with local businesses and DIT to raise the profile of the sector in the HotSW area	KR1	Support DIT with the promotion of the photonics HPO – more specifically the targeted outreach and social media campaign planned for the last quarter in 2020
	KR2	Provide briefings and relevant support to Anthony Mangnall MP who has joined the APPG for photonics

	KR3	Work with local businesses to generate and disseminate relevant PR
Develop and implement a new training programme designed to attract and develop the right skills for the sector	KR1	Develop a new training programme co-designed with the sector
	KR2	Secure funding to enable development and delivery of the new training programme
	KR3	

Tourism

Vision (where we want to get to)

Secure a Tourism Zone that will support the transformation of the sector.

Aims (focus areas)

1. To support the survival and recovery of the sector during the pandemic (short term aim)
2. To provide co-ordination support to develop a unified voice for the sector across the HotSW LEP area
3. To secure tourism zone status

Support the recovery of the sector	KR1	Provide co-ordination support for the HotSW Tourism and Visitor Economy Working Group
	KR2	Co-ordinate dissemination of key messages from Government to the sector for safe operating
	KR3	Co-ordinate intelligence gathering/research to support lobbying
Deliver Be the Business Tourism Programme	KR1	Co-ordinate the launch and promotion campaign of the programme; supporting partners with copy and co-ordinating timings around DMO resources/requirements.
	KR2	Monitor and report engagement on the programme.
	KR3	Prepare evaluation brief post programme to be undertaken by March 2021.
To secure Tourism Zone status	KR1	Finalise resilience report to incorporate impact of Covid, following collaborative tourism impact survey (DMOs commissioned in August, published Sept).
	KR2	Support DMOs to develop effective working partnership and identify priorities in readiness for TZ bid
	KR3	Work with and support DMOs to develop the detail around what a Tourism Zone will look like (in line with Gov timings/updates)