

Heart of the South West Local Enterprise Partnership

Finance & Resources Committee

January 2021

Report theme: Objectives and Key Results (OKRs)
2020/21 Q4 and Q3 Progress

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Summary

The purpose of this report is to provide an overview of the:

- OKRs proposed for Q4 (Jan - Mar)
- Progress against Q3 (Sep – Dec) OKRs

Recommendations

It is recommended that F&R:

- Review the proposed OKRs for Q4 and approve them for delivery
 - Note the progress made against OKRs in Q3 and raise any concerns
 - Confirm whether the format of this report provides the information needed for F&R to effectively oversee the delivery of OKRs
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Introduction

F&R agreed to adopt Objectives and Key Results (OKRs) as a process for defining activity and tracking progress across LEP Theme Leads.

It was agreed that OKRs for each quarter will be developed by the Theme Leads and approved by F&R at the start of the forthcoming quarter for delivery. A summary of progress for the previous quarter will also be presented via a Dashboard report.

It should be noted that, due to the COVID pandemic, 2020 was an unusual year and Q3 has seen a flurry of additional activities in addition to those covered under the OKRs. Growth Deal 1-3 projects still require regular work, with many projects still filing quarterly (or monthly) claims and all projects still being monitored. In addition, a total of 24 GBF projects were appraised and approved for funding by SIP. Theme Leads have worked with the PMO and Accountable Body to prepare Funding Agreements. The appraisal for some GBF projects is still ongoing and is expected to conclude in January with a signed Funding Agreement.

Earlier this year, the Growth Hub received an additional allocation of Supplementary Funding to be spent by March 2021. Some of this funding was allowed to be used to fund COVID-related activity, such as additional 1-2-1 and BRO support. In addition, the Business Theme has been designing and implementing a programme of additional activity to support our opportunity sectors, BAME communities and additional advisor capacity. At the end of November BEIS announced additional allocations of EU Transition funding for Growth Hubs for activity from now until March 2021. No offer letter has been sent yet but due to the

urgency of this the Business Theme have started mobilising, at risk, working closely with the Accountable Body and the Growth Hub Service for All team to deliver this programme.

In total, this brings the amount of additional funding that we have received from BEIS for new and additional activity to be delivered in 2020/21 (with earliest offer letters from August) to over £600,000. Designing, commissioning and managing the implementation of these contracts has been/is time consuming. Therefore, some OKR activity may have been delayed.

Dashboard – 2020/21 Q3 Performance

The Dashboard (attached at Annex A) provides an overview of performance against each objective in Q3.

The overall performance (RAG rating) for each objective has been determined by the performance against the key results (KR) as set out below. Where one or more of the KRs has been flagged as AMBER/RED the overall performance will reflect this. Conversely, where all KRs are on track the overall RAG will show as GREEN.

Where AMBER/RED performance has been identified a brief narrative has been included in the dashboard.

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| RED | Not started/significantly behind schedule/significant issues identified |
| AMBER | In progress/slightly behind schedule/some issues identified |
| GREEN | In progress/on schedule/complete/no issues (or issues resolved) |

Progress against each objective will be tracked quarter-by-quarter and a Direction of Travel (DoT) will be captured on future reports.

Objectives and Key Results – 2020/21 Q4

Objectives for 2020/21 Q4 have been updated, where relevant, and new key results for delivery in January-March 2021 have been developed. These are set out in the following appendices:

- Appendix A: Corporate
- Appendix B: People Leadership
- Appendix C: Business Leadership
- Appendix D: Place Leadership
- Appendix E: Opportunities Leadership

Appendix A: Corporate Objectives and Key Results – Q4 (Jan – Mar) 2021

Overall outcome: To create a high performing LEP

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| Demonstrate a high performing Board | KR1 | New private sector directors in place and induction complete by January Board |
| | KR2 | Leadership Group Chairs agreed recovery plans through Build Back Better by end February |
| | KR3 | Skills audit of Board complete by end March for report to April Board: inform recruitment of new Directors autumn 2020 |
| | KR4 | Agree 2021 retirees by April LEP Board and diversity plan |
| Ensure effective organisational delivery | KR1 | Recruitment for C&P Manager complete by end January with support team positions recruited by end March |
| | KR2 | Integrating the LEP team: one wider LEP team event completed by end March |
| | KR3 | Approaches to clean growth agreed by end March through new Head of Delivery |
| | KR4 | Investment pipeline agreed by end March, to include propositions for Levelling Up, UKSPF and other potential funding routes |
| | KR5 | Deliver good APR rating by end Feb |
| | KR6 | 21/22 business plan agreed by end March |
| | KR7 | SLAs review completed by end March |
| Ensure effective implementation through added value (commissioning) | KR1 | Growth Deal and Getting Building milestones achieved, incl spend target by end March |
| | KR2 | Growth Hub and Careers Hub exceed performance metrics and GH post-transfer review complete by end March |
| | KR3 | First Inward Investment grants awarded by end January |
| Ensure effective implementation through added value (influencing) | KR1 | Public affairs contract re-procured by end May with clear definition of HotSW and GSW messages |
| | KR2 | C&P Manager to develop comms & engagement plan complete by end March. To include - digital media - schedule of engagement (Bulletins, LAs, business groups & MPs)" |
| | KR3 | Adding value to partners: DR/CG/EJ to agree representation on the key strategic groups the LEP participates in on, e.g. town boards by end January |
| Ensure effective implementation through added value (thought leadership) | KR1 | Observatory approach agreed and implemented by end January. New Observatory in place by April |
| | KR2 | Work programme for new Observatory agreed by end April. To include - Programme of thought leadership research - Board economic dashboard and briefing - evidence base on website updated and catalogued |

Appendix B: People Leadership Objectives and Key Results – Q4 (Jan – Mar) 2021

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.

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| Clear objectives, goals & accountabilities established, and Leadership Group priorities agreed | KR1 | Delivery of the Local Skills Report, including approval by the Skills Advisory Panel, by 31 March 2021 |
| | KR2 | Agreement of next Deep Dive report to be taken forward by the Skills Advisory Panel by March 2021, to be completed by June 2021. |
| | KR3 | Recruitment completed for Social Inclusion Panel Secretariat by January 2021, with Panel operating six weekly into 2021. |
| Careers Hub exceed performance metrics | KR1 | Careers Hub expanded service operating across 160 schools, with steady progress on Gatsby Benchmark 5 and 6 towards 75% completion target by August 2021 |
| | KR2 | Digital Careers Programme ongoing, supporting 15 schools through to July 2021. |
| Support the continued development of Digital Skills through the Digital Skills Partnership approach and related projects | KR1 | 3 DSP meetings held before March 2021 |
| | KR2 | NRS Digital Bootcamp provision completed, supporting 750 individuals through to April 2021. |
| Fund resources in support of local skills and inclusive growth measures | KR1 | ESF Contingency Fund applications for £3m submitted, and relevant calls commissioned. |
| | KR2 | Joint business cases for ringfenced skills / shared prosperity funding developed, seeking to maximise impact of universal Level 3 offer from April 2021. |
| Support recovery activity around people and employment in the face of COVID 19 | KR1 | Skills Launchpad further developed, including integration of additional jobs and training search services by July 2021. |
| | KR2 | Support for Kickstart Gateway partners ongoing to assist with the provision of 400 Kickstart Placements within the HotSW by September 2021. |
| | KR3 | Ongoing monitoring and management of COVID evidence base and employment / skills impacts, including production of quarterly evidence report for SAP by end of March 2021. |

Appendix C: Business Leadership Objectives and Key Results – Q4 (Jan – Mar) 2021

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.

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| Clear objectives, goals & accountabilities established and Leadership Group priorities agreed | KR1 | SIP agreement to delegation of powers for decision making for the Inward Investment programme - by January 2021. |
| | KR2 | Develop Business component of LEP Recovery plan and identify opportunities for UKSPF/ Levelling Up fund - by March 2021. |
| | KR3 | Work programme for 21/22 agreed by March 2021. |
| Deliver a comprehensive business support programme across HotSW | KR1 | Manage delivery of Growth Hub Service for All. Service for All and ERDF Growth support programme integrated and further ERDF funding secured by March 2021. Growth Hub Service for All to achieve the following outputs per annum: engage with 1700 businesses, refer 350 and support 200. |
| | KR2 | Deliver a range of additional business support through Growth Hub Supplementary funding by March 2021. |
| | KR3 | Deliver Peer to Peer programme: 12 cohorts delivered by Mar 21. |
| | KR4 | Deliver current Scale-Up programme and agree post 21 priorities. Reprourement started by March 21. |
| | KR5 | Access to Finance specification agreed by December 20 and primary data collection finished by March 21. |
| | KR6 | Decisions on first ERDF Inward Investment soft landings grants by end January 2021. |
| Deliver business support to address economic shocks | KR1 | COVID-19 Growth Hub additional business support programmes agreed and delivered – ongoing. |
| | KR2 | EU Transition programme designed, agreed and delivered by March 2021. |
| | KR3 | EU Transition intelligence monitoring delivered until March 2021. |
| Delivering compliant projects | KR1 | Deliver theme-led Programme Management functions for all business theme Growth Deal projects (claims checks, end of project visits, first point of contact for any questions, change request appraisals) - ongoing |
| | KR2 | Oversee programme entry of 5 GBF projects and provide theme-led Programme Management functions for them (claims checks, end of project visits, first point of contact for any questions, change request appraisals) - ongoing |
| Cultivate a thriving and internationally recognised defence sector based upon collaboration and innovation | KR1 | Provide coordinator function for DASA cluster until March 2021 |
| | KR2 | Through the cluster set up a comprehensive programme of workshops for businesses until March 2021 |
| | KR3 | Identify opportunities for continuation of cluster by March 2021 |
| Construction | KR1 | Develop proposition to support construction businesses to deliver work under Green Homes Grant scheme – March 2021 |

Appendix D: Place Leadership Objectives and Key Results – Q4 (Jan – Mar) 2021

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

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| Create fast, resilient and clean transport networks which connect people with opportunities | KR1 | Consultation on Vision for Peninsula Transport Strategy including decarbonisation, promotion of sustainable transport and public transport recovery by April 2021 |
| | KR2 | Secure DfT approval for Restoring Your Railway projects (Cullompton/ Wellington; Gravity) and progress scheme designs by April 2021 |
| | KR3 | Development of strategies for key HoTSW rail routes (Bristol to Exeter; Heart of Wessex; Dawlish) with Network Rail and Train Operators by April 2021 |
| | KR4 | Development and approval of A303/A358 Strategic Road Network schemes by April 2021 |
| Ensure there is sufficient employment land to support growth | KR1 | Review employment land study post planning white paper and update priority actions by March 2021 |
| | KR2 | Supporting partners to develop and submit Freeports proposal(s) benefiting HotSW area by Feb 2021 |
| | KR3 | Complete update of Enterprise Zone implementation plans with partners by March 2021 and commence assessment of feasibility of Yeovil Enterprise Zone/ Innovation Zone |
| Develop a new model of natural capital-led growth | KR1 | Mainstream NC principles into recovery approach and future investment pipeline by the March 2021 |
| | KR2 | Launch Natural Capital demonstrator fund in March 2021 including identifying potential for private sector co-financing |
| Sustainable prosperity of our market towns | KR1 | Appoint consultant to undertake Future of our Towns Report in Feb 2021 |
| | KR2 | Supporting partners to develop and submit Town Deals for Glastonbury and Bridgwater by January 2021 |
| Improve the productivity of the rural tourism, farming, food and fishing sectors | KR1 | Seek resource to commission study on previous Community-Led Local Economic Development in Jan 2021 |
| | KR2 | Develop rural proposal for economic recovery and resilience for prioritisation with Rural Productivity WG by Feb 2021 |
| | KR3 | Rural proof tourism and coastal productivity plan |
| Improve Digital Infrastructure | KR1 | Endorsement by place group of HotSW digital strategy by Feb 2021 |
| | KR2 | Working with CDS partners to develop programme timeline for remaining funds of Growth Deal - digital |
| Establish the Heart of the South West as an exemplar in Low carbon & Renewable Energy Generation | KR1 | Review our energy priorities post energy white paper and green industrial revolution 10 point plan (N.B. need to commission a piece of work) |
| | KR2 | Develop HotSW submission for Nuclear Fusion demonstrator in response to Government siting exercise by March 2021 |
| Support recovery through GBF | KR1 | Compete contractual negotiations for the GBF retrofit programme and Digital Biosphere by March 2020 |

Appendix E: Opportunities Objectives and Key Results – Q4 (Jan – Mar) 2021

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

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| Secure the support and recognition the sector needs to thrive | KR1 | Use the Fisheries Intelligence Group to develop a series of priority actions for growth for the sector by Mar 21. |
| | KR2 | Secure funding to support infrastructure improvements and modernisation of fleets across the HotSW. |
| | KR3 | Work with the sector to address any concerns / issues that may arise from the departure of the EU. |

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

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| Support sector growth through growing new and existing inward investment | KR1 | Support DIT with the promotion of the photonics HPO including the development of a new promotional video to be completed by Feb 2021. |
| | KR2 | Develop actions by end Feb 21 to ensure HotSW sector has strong profile with the Photonics APPG. |
| | KR3 | Secure funding to attend one suitable overseas trade show to generate inward investment enquiries for the region |
| Develop and implement a new training programme designed to attract and develop the right skills for the sector | KR1 | Project Lead recruited by end of Feb 2021 |
| | KR2 | Develop a new training programme co-designed with the sector in time for the 2021 winter academic term. |
| | KR3 | Programme to be self-sustaining by Spring 2022. |

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

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| Support the recovery of the sector | KR1 | Enable delivery of the sector action plan to support recovery by co-ordination support for the HotSW Tourism and Visitor Economy Working Group |
| | KR3 | Ensure visibility of the sector's challenges & needs with policy-makers through provision of intelligence gathering/research to MPs with briefing |
| Deliver Be the Business Tourism Programme | KR1 | Prepare evaluation brief post programme to be undertaken February/March 2021 |
| | KR2 | Subject to evaluation, develop proposal for future programmes by May 21 |
| To secure Tourism Zone status | KR1 | Finalise geographic focus for a Tourism Zone by Jan 21 |
| | KR2 | Develop outline Tourism Zone proposal by Mar 21 |