

Heart of the South West Local Enterprise Partnership

Draft Workplan 2021-22

Agenda item 8b)

Contents

1. Introduction	2
2. Executive Summary	3
2021-22 Workplan Selected Milestones.....	5
3. 2021/2 Workplan	6
i) Making a Difference to the Economy – current programmes.....	6
<i>Existing programme delivery</i>	6
<i>Inward Investment</i>	7
ii) Making a Difference to the economy – Build Back Better.....	9
<i>Transformational Opportunities</i>	9
<i>Supporting transformational opportunities through innovation</i>	13
<i>Supporting transformational opportunities through business support</i>	13
<i>Supporting transformational opportunities through developing places</i>	14
<i>Supporting transformational opportunities through skills and employment support</i>	18
ii) Ensuring highly effective LEP operations.....	20

1. Introduction

**£35 billion economy – as big as
Birmingham or Liverpool**



Heart of the South West covers the local authority areas of Devon, Somerset, Plymouth and Torbay. Although one of the places in the UK whose economy has been most heavily impacted by the pandemic, the area still retains its structural transformational opportunities, as well as its long-standing challenges. With an economy of £35 billion per year, 72,000 enterprises and a population close to 1.8 million, Heart of the South West is the size of a major UK city.

The LEP is a business-led organisation whose mission is to raise productivity and ensure prosperity for all¹. Through the last 12 months the LEP has worked closely with local partners to mitigate the economic impact of Covid-19 and to continue to push forward major growth opportunities as the area seeks to build back better.

This workplan sets out the key outcomes the LEP will deliver through 2021/22.

¹ For more information on the LEP see <https://heartofswlep.co.uk/about-the-lep/>

2. Executive Summary

Economic impact of Covid-19 – one of the worst affected areas in the UK...

The mix of businesses in Heart of the SW is skewed towards sectors most exposed to the crisis such as tourism, hospitality, retail, manufacturing and construction, with smaller firms in particular acutely affected. This has made the immediate impact more severe with recovery likely to take longer than elsewhere.

Earlier forecasts suggested a return to growth in 2020 but this has been put back following further lockdowns, though more recent forecasts are tending to be more optimistic and the Bank of England believes that a reasonably fast recovery through 2021 is possible. Whilst unemployment has been less severe than expected as a result of the Government's employment and financial support schemes, it is still likely to peak at a higher level than previously hoped.

The crisis is affecting those furthest from the labour market, the young and the poorest most significantly, with a disproportionate impact also seen in some geographic areas.

This analysis has been confirmed by a range of commentators, including the IFS in the autumn 2020 Green Budget [Green Budget - Institute For Fiscal Studies - IFS](#)

...with an opportunity to Build Back Better...

Despite the immediate economic impact, the structural advantages the area has remain in place, especially around clean growth across energy, engineering and digital. These provide potentially transformational opportunities to create new business opportunities which will ensure both higher prosperity and greater resilience to future crises. Some opportunities such as those around nuclear, marine and clean aviation are increasingly accelerating and beginning to really operate at scale, whilst others are at an earlier stage of their potential. Alongside these, there is also a significant opportunity to strengthen innovation across the area, a key driver of prosperity and a major area of focus for the LEP in the coming 12 months. The LEP has published its Build Back Better plan which sets this out in more detail [Build Back Better plan - Heart of the south west LEP \(heartofswlep.co.uk\)](#); delivery of these transformational opportunities will be a major priority for 2021/22.

...whilst continuing to deliver our existing services & investments...

The LEP's existing investments and services have made significant contributions to growing the economy and creating jobs over the last 6 years - more can be found on this in the latest Annual Report [HotSW-Annual-Report-2020.pdf \(heartofswlep.co.uk\)](#). Continuing delivery of these will both help the immediate recovery and lay some of the foundations for longer term growth. The LEP's Growth Deal portfolio completed investment at the end of March 2021 and the programme will be closed through 21/22. The LEP will continue to deliver the £35.4m secured under the Getting Building Fund in summer 2020 and which must be completed by end March 2022. The Growth Hub has provided invaluable support to the area's small and medium sized businesses over the last 12 months and the service will continue through 21/22, alongside developing and delivering a portfolio of business support such as inward investment. Similarly

the Careers Hub and Skills Launchpad have helped many individuals get the right skills for current and future jobs and these will be an essential part of both recovery and realising the major opportunities of the future.

...ensuring the LEP operates effectively...

The Board will conduct another effectiveness review to continue to strengthen the leadership it provides to the LEP and the wider area and the LEP and will improve diversity of LEP Board members. The LEP will improve again its profile and impact with Government, MPs and officials, essential to ensure the area's challenges and opportunities are understood whilst maintaining and improving its high standards of governance and transparency.

...whilst working with Government to ensure it continues to effectively support the local area and national priorities over the medium term...

In Budget 2021 Government announced it would be working with business and LEPs to review the role of LEPs in the future. Heart of the SW LEP will work with Government and the LEP Network to shape this role.

...which distils into three major priorities for 2021/22.

Bringing this together therefore means the LEP's workplan over the next 12 months is focussed around three key priorities

- i) Making a difference to the economy: delivering current programmes and activity
- ii) Making a difference to the economy: driving forward the transformational opportunities and their supporting programmes as set out in Build Back Better
- iii) Ensuring highly effective LEP operations

Highlights from the timeline are shown below with more detail on the following pages.

2021-22 Workplan Selected Milestones

April

- Prospectus produced for Ocean Futures

May

- Future of HoSW market towns study complete

June

- Potential for a green hydrogen demonstration project explored
- Defence work programme developed
- Hinkley Strategic Delivery Forum sign off legacy delivery plans
- Agreement finalised for remaining funding for digital infrastructure
- Complete Yeovil innovation and enterprise area proposition study

October

- “Future of workspace” think piece produced
- Regional food supply chain gap analysis report complete
- Be the Business pilot programme review complete
- LEP perspective agreed on Transport Decarbonisation priorities as part of Clean Growth priority

November

- DIT actively promoting the 3 High Potential Opportunities (photonics, marine, aerospace)

December

- Proposal for Future Flight Demonstration Zone along the A30/303 corridor
- Farm research transfer project established
- Technopole concept finalised
- Revised LEP operating model agreed

Apr - Jun

Jul - Sep

Oct - Dec

Jan - Mar

July

- Inclusive Growth expert panel established and work programme agreed
- Priority actions developed for fishing industry
- CSR bid submitted for Ocean Futures
- Regional Tourism Recovery Plan delivery priorities identified
- Rural: Community Led Local Development study completed
- Board effectiveness review complete
- Secure forward funding for the Careers Enterprise Company

September

- Identify key DIT overseas posts with a close fit to the HotSW proposition & develop joint programme
- Programme of activity developed to spread best practice & new technologies to food producers
- Scope for Nuclear Technology Pipeline and supply chain innovation programme developed
- Photonics: new training programme co-designed
- Coastal Productivity Plan prioritised to develop a project pipeline
- Funding agreements in place for natural capital demonstrator fund projects

By end March

- Getting Building Fund spent
- Aerospace skills plan in place
- Clean Maritime network established and funding secured
- Solutions to grid constraints in place, renewable energy and heat plan produced
- Tidal energy opportunities in the Severn Estuary investigated
- Peer Network programme delivered
- Funding secured for 750-1,000 additional training opportunities in high demand sectors
- Forward plan for the DSP into 2022/23 agreed with DCMS and wider partners
- 21/22 Annual Performance Review complete

3. 2021/2 Workplan

This section sets out the detailed tasks and milestones across the three key priorities for 2021/22

i) Making a Difference to the Economy – current programmes

Existing programme delivery

Outcome	What good looks like (Objective)	Milestone	Activity (Key result)
LEP ‘products’ delivering towards local growth	LEP investment programmes achieve spend, output and compliance targets	By end March 2022	<ul style="list-style-type: none"> Getting Building Fund: spent and monitoring in place Growth Deal: monitoring of remaining projects as required Change requests, claims etc
		By end May	<ul style="list-style-type: none"> Growing Places Fund: proposals agreed for supporting existing beneficiaries through C-19 challenges
		By end October	GPF: proposal agreed for investment of remaining funds
	Growth Hub – see Business		
Enterprise Zones – see Place			
Clean growth and inclusive growth integrated into all LEP activity	Clean Growth delivery priorities approved and integrated across LEP activity	By April	<ul style="list-style-type: none"> Clean Growth delivery priorities agreed by the Board
		Through 21/22	<ul style="list-style-type: none"> Collaboration through the Leadership Groups to embed clean growth activities in all workplans
		May - November	<ul style="list-style-type: none"> Successful communications campaign delivered, capitalising on COP26

		By March	<ul style="list-style-type: none"> New framework in place to ensure clean growth informs future LEP decisions
	Inclusive growth priorities agreed and integrated across LEP activity	By end April	<ul style="list-style-type: none"> Coordinator in post
		By end July	<ul style="list-style-type: none"> Expert panel established and work programme agreed

Inward Investment

Outcome	What good looks like (Objective)	Milestone	Activity (Key result)
Heart of the SW is recognised internationally as a location for FDI with a year on year increase in FDI enquiries and (re)investment	Successful delivery of ERDF Inward Investment Support project; outputs achieved and project is compliant	By May	Secure additional £900,000 ERDF soft-landing support for the inward investment project
		Through 2021/22	<ul style="list-style-type: none"> Achieve 60 jobs created, 27 businesses assisted, 6 businesses taking up grant LEP business partners effectively engaged in promoting and steering the project
	Strong partnership with DIT who effectively promote the HotSW proposition globally	By June	<ul style="list-style-type: none"> Identified priority subsectors for 'mini' HPOs
		By July	<ul style="list-style-type: none"> Identify existing FDI businesses and within these, those which are strategically important to the area Develop a draft programme for how best to engage with and support them for development with the Business group and partners

		By September	<ul style="list-style-type: none"> Identify other key DIT Posts which have a close fit with other parts of the HotSW proposition. Develop partnerships and agreed programme with them to promote the area 	
		By October	<ul style="list-style-type: none"> 3 x High Potential Opportunities agreed and promoted by DIT Posts 	
	Strengthen the effectiveness of the wider HotSW inward investment approach with key companies identified and clear account management in place		By July	<ul style="list-style-type: none"> Develop a draft proposal for an effective virtual 'one stop shop' for trade and investment and agree a route-map to take forward
			From July	<ul style="list-style-type: none"> Account management process agreed with partners and introduced
			By October	<ul style="list-style-type: none"> Develop 'mini' HPOs for the identified prior
	HotSW businesses supported to trade overseas and with increased volume and value of exports	<ul style="list-style-type: none"> Successful uptake of the ERDF Internationalisation Fund 	Through 21/22	<ul style="list-style-type: none"> HotSW £1.3m trade support grant for SMEs fully drawn down Raise engagement with the DIT International Trade Advisor service with HotSW SMEs
<ul style="list-style-type: none"> Maximum benefit realised of the levelling up funding for HotSW 		By May 2021	<ul style="list-style-type: none"> Work with DIT and Business West to develop a plan to ensure Levelling Up funding is invested to support HotSW exports 	

ii) Making a Difference to the economy – Build Back Better
Transformational Opportunities

Outcome	What good looks like (Objective)	Milestone	Activity (Key result)
Aerospace – Growth in the aerospace sector delivers smart aviation and advanced engineering excellence	Smart Aviation Cluster established around Yeovil and Exeter & East Devon	Through 21/22	<ul style="list-style-type: none"> Proactive contribution to 2Zero Future Flight project
	Firm foundations established for local collaboration and content in Phase 3 of the Future Flight Programme	By December	<ul style="list-style-type: none"> Proposal supported for a Future Flight Demonstration Zone along the A30 / A303 corridor for UAVs and Electronic Flight
		By March 22	<ul style="list-style-type: none"> Coordinated plan for future skills provision established to support sector transition
	Plan in place for hydrogen to become a transport fuel source for aviation, rail, marine and HGVs	By June	<ul style="list-style-type: none"> Potential for a green hydrogen demonstration project explored
Defence - New opportunities accessed by business, boosted innovation through engagement with events and increased collaboration within the defence sector.	Thriving and internationally recognised defence sector cultivated, based upon collaboration and innovation	Through 21/22	<ul style="list-style-type: none"> Coordinator function for DASA cluster provided
		By June	<ul style="list-style-type: none"> Ambitious work programme for the cluster developed
		By March 22	<ul style="list-style-type: none"> Cluster priorities delivered
Food, Farming and Fishing - Sustainable future for the food, farming and fishing sector	High calibre research institutions and innovative agri-tech businesses spreading best practice and new technologies to producers	By May	<ul style="list-style-type: none"> Agri-Tech expert panel convened
		By September	<ul style="list-style-type: none"> Programme of activity developed

		By December	<ul style="list-style-type: none"> • Farm research transfer project established
	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	By June	<ul style="list-style-type: none"> • Current sector data reviewed and evaluated, possibly requiring additional independent research to provide the local sector with a baseline analysis
		By July	<ul style="list-style-type: none"> • Series of priority actions developed, informed by sector data and the Fisheries Intelligence Group
		Through 21/22	<ul style="list-style-type: none"> • Effective lobbying to ensure the SW receives a fair share of the £100m fisheries funding pot, with suitable projects identified and a bid submitted
	Strategic regional food supply chain programme established (public procurement, markets, farmgate to manufacturing and processing) <i>NB. Relevant to all areas of LEP work - rural, business, innovation, skills and supply chains across the wider region</i>	By October	<ul style="list-style-type: none"> • Regional food supply chain gap analysis report
Through 21/22		<ul style="list-style-type: none"> • Support SW Food Hub dynamic public procurement platform 	
Marine - High-tech marine sector driving the shift to a digitised ocean future and helping to achieve net zero	Ocean Futures global centre of excellence established for the testing, development and manufacture of autonomy, digital and clean ocean technologies	By April	<ul style="list-style-type: none"> • Prospectus produced for Ocean Futures
		By July	<ul style="list-style-type: none"> • CSR bid submitted for Ocean Futures
		By November	<ul style="list-style-type: none"> • Business planning for Plymouth Freeport in place
		By March 22	<ul style="list-style-type: none"> • Clean Maritime network established and funding secured

	Investment in Offshore Renewables accelerated, focussing on floating wind and tidal energy	By June	<ul style="list-style-type: none"> • Successful Floating Wind Strength in Places bid and subsequent sector development plan produced
		Through 21/22	<ul style="list-style-type: none"> • Opportunities from Floating Wind leveraged
		By March 22	<ul style="list-style-type: none"> • Tidal energy opportunities in the Severn Estuary investigated
	Maritime UK SW membership and stakeholder network increased	By September	<ul style="list-style-type: none"> • Sector promotional programme re-established
Nuclear – Growth in nuclear sector delivers clean energy and advanced engineering excellence	Pipeline of long term opportunities created to achieve a sustainable legacy from HPC	By June	<ul style="list-style-type: none"> • Hinkley Strategic Delivery Forum sign off legacy delivery plans
		By September	<ul style="list-style-type: none"> • SW Nuclear prospectus produced
	Opportunities developed for other advanced nuclear technologies to be based in the region, including Centres of Excellence	Through 21/22	<ul style="list-style-type: none"> • Support provided to landowners and stakeholders during UKAEA selection process for STEP fusion proposal, including comms and media.
		By September	<ul style="list-style-type: none"> • Scope for Nuclear Technology Pipeline and supply chain innovation programme developed
	HotSW nuclear supply chain and skilled workforce continue to grow	By July	<ul style="list-style-type: none"> • Nuclear supply chain, Inward Investment and skills programmes extended
		Throughout 21/22	<ul style="list-style-type: none"> • Cross-sector collaboration opportunities identified
Photonics - Growth in photonics and microelectronics sector		October	<ul style="list-style-type: none"> • Funding secured to attend one suitable overseas trade show to generate inward

establishes a world class reputation internationally	Sector growth supported through growing new and existing inward investment <i>(Also see Inward Investment)</i>		investment enquiries for the region and support trade
		December	<ul style="list-style-type: none"> • Sector profile strengthened with key stakeholders such as Photonics APPG
	New training programme designed to attract and develop the right skills for the sector developed and implemented	September	<ul style="list-style-type: none"> • New training programme co-designed with the sector in time for the 2021 winter academic term
		Throughout 21/22	<ul style="list-style-type: none"> • Programme is self-sustaining by Spring 2022 (assumes sector skills co-ordinator starts May '21) • Programme promoted to the sector and new investors
	Regional sector growth encouraged	By June	<ul style="list-style-type: none"> • Priority project identified
By December		<ul style="list-style-type: none"> • Capacity funding secured to develop priority project further 	
Tourism – Sector recovers and grows, building towards being one of the greenest and most accessible locations in the UK	Sector recovers and grows following the pandemic	By July	<ul style="list-style-type: none"> • National Tourism and Recovery Plan reviewed with partners and delivery priorities identified
		Throughout 21/22	<ul style="list-style-type: none"> • Ongoing support provided to reopen and recover, through dissemination and interpretation of Government guidance to DMOs/tourism businesses • Key documents coordinated and intelligence/research provided to ensure visibility with policymakers of the sector's needs and challenges
	Progress is made towards establishing HotSW as a data-led,	By May	<ul style="list-style-type: none"> • Regional Tourism Recovery Plan published

	year-round, green and accessible visitor economy	By September	<ul style="list-style-type: none"> • Delivery priorities developed and funding opportunities identified
		By October	<ul style="list-style-type: none"> • Be the Business pilot programme reviewed and potential future roll out considered
Construction		March 2022	<ul style="list-style-type: none"> • Support and raise profile of construction sector through tailored interventions

Supporting transformational opportunities through innovation

Outcome	What good looks like (Objective)	Milestone	Activity (Key result)
Driving increased levels of innovation across the area's businesses	HotSW innovation plan developed and agreed	June 21	<ul style="list-style-type: none"> • Innovation Board established • Plan reviewed by Innovation Board, building on legacy of MIT REAP programme
	HotSW Technopole concept developed and launched	June 21	<ul style="list-style-type: none"> • Agree initiation document and commence work to scope out
		December 21	<ul style="list-style-type: none"> • Agree service definition, financial model and budget. Further steps TBC dependent on available funding to implement
	Marine and environmental intelligence proposition developed, highlighting HotSW USPs	End May 21	<ul style="list-style-type: none"> • Proposition agreed
		Through 21-22	<ul style="list-style-type: none"> • Stakeholder engagement to secure acknowledgment by Government as a unique opportunity for the UK

Supporting transformational opportunities through business support

Outcome	What good looks like (Objective)	Milestone	Activity (Key result)
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Enabling business transformation through comprehensive support	Clear objectives, goals & accountabilities established and Leadership Group priorities agreed	June 21	<ul style="list-style-type: none"> Establishment of Programme Board function for Growth Support programme finalised
		Ongoing	<ul style="list-style-type: none"> Ongoing review of prioritisation for work programme 2021
		March 22	<ul style="list-style-type: none"> Objectives & work programme 2022 agreed
	Growth Hub delivering high performance	March 22	<ul style="list-style-type: none"> Manage delivery of Growth Hub Service for All. Manage successful integration of Service for All and Growth Support Programme. Procure & deliver a range of additional business support through Growth Hub Supplementary funding, e.g. Start-Up, Clean Growth, Business recovery
	Business support products operating effectively	March 22	<ul style="list-style-type: none"> Deliver Peer Network programme: 17 cohorts commissioned & delivered
		August 21	<ul style="list-style-type: none"> Commission and develop research: Mapping & evaluation and Access to Finance Reprocure Scale-Up programme

Supporting transformational opportunities through developing places

Outcome	What good looks like (Objective)	Milestone	Activity (Key result)
<i>Levelling up and strategic connectivity</i>	LEP providing thought leadership and strategic input to levelling up	May 2021	<ul style="list-style-type: none"> Future of HoSW market towns study complete

Supporting left behind places in our cities, rural areas, coastal communities and market towns, and ensuring strategic connectivity	our cities, coastal communities and market towns	18 June 2021	<ul style="list-style-type: none"> • LEP strategic engagement in round one levelling up fund submissions from HoSW area
		September	<ul style="list-style-type: none"> • Solutions and opportunities in the Coastal Productivity Plan prioritised to develop a project pipeline.
		Throughout 2021/22	<ul style="list-style-type: none"> • Coastal agenda in HotSW raised with government, particularly in helping to shape the UK Shared Prosperity Fund
	Improved digital connectivity, connecting places across the HotSW with a particular focus on hard to reach areas <i>(see also Skills, and Business)</i>	June 2021	<ul style="list-style-type: none"> • Funding agreement finalised for remaining digital infrastructure funding from Growth Deal 3
		Throughout 21/22	<ul style="list-style-type: none"> • Connecting Devon and Somerset's progress on implementation of the full fibre network contracts monitored
	Improved strategic and local connectivity supporting productivity growth, greater economic competitiveness and carbon reduction imperatives	December 2021	<ul style="list-style-type: none"> • Provide strategic economic perspective to development of transport strategy by Peninsula Transport body (completion of strategy targeted for Dec 21)
		October 2021	<ul style="list-style-type: none"> • Develop LEP perspective on Transport Decarbonisation priorities as part of Clean Growth Strategy, including freight, maritime and aviation sectors
		Throughout 21/22	<ul style="list-style-type: none"> • Support partners to secure DfT approval for "Restoring Your Railway Fund" projects – Cullompton & Wellington stations/ Gravity rail reconnection/ West Somerset railway connection • Influence development of strategies for Bristol to Exeter, Exeter to Penzance,

			Waterloo to Exeter and Wessex rail routes and services with Network Rail and Train Operators
		By December 2021	<ul style="list-style-type: none"> Influence development and approval of Strategic Road Network schemes, including A303/A358 and M5/A38 (A303 Stonehenge Judicial review, A358 dualling design and prioritisation of A303 projects for RIS2/3)
<p>Natural capital</p> <p>HotSW recognised as national lead in delivering nature based solutions to provide resilience, improve biodiversity and support a positive transition to net zero</p>	Action orientated strategic approach in place for natural capital	May 2021	<ul style="list-style-type: none"> Projects shortlisted for LEP natural capital demonstrator fund
		September 2021	<ul style="list-style-type: none"> Funding agreements in place for projects to be supported by LEP natural capital demonstrator fund
	Activity promoted and best practice shared through a series of events	May 2021	<ul style="list-style-type: none"> Reports on how natural capital has been incorporated into the Getting Building Fund projects reviewed and further advice provided to project sponsors
		July 2021	<ul style="list-style-type: none"> Seminar with stakeholders to focus natural capital theme of clean growth plan/BBB plan
<p>Employment sites and workspace</p> <p>Ready availability of high quality business sites and premises meeting the needs of post Covid economy and HoSW growth agenda</p>	Clear plans in place for key employment space	June 2021	<ul style="list-style-type: none"> Complete Yeovil innovation and enterprise area proposition study
		October 2021	<ul style="list-style-type: none"> “Future of workspace” think piece produced with input of development panel
	Enterprise Zones supporting high value and low carbon job creation	December 2021	<ul style="list-style-type: none"> Revised implementation plan and investment framework for Gravity Enterprise Zone

		March 2022	<ul style="list-style-type: none"> Implementation plans for Oceansgate and Gravity Enterprise Zones revisited
Rural economy Rural productivity enhanced and supporting rural businesses, people, and environment	Rural Productivity Programme developed for HotSW, building on the findings of the Rural Productivity Commission	By May	<ul style="list-style-type: none"> Rural productivity priorities identified
		By July	<ul style="list-style-type: none"> Community Led Local Development study completed
		By September	<ul style="list-style-type: none"> Work with government to identify funding e.g. SPF Rural productivity proposal submitted to government
	Rural productivity further integrated into other teams (Business, People Innovation)	By September	<ul style="list-style-type: none"> Using Rural productivity priorities and recommendations to define proposals for support through other teams
	Strong collaboration in place across Great South West	Through 21/22	<ul style="list-style-type: none"> Engagement with GSW rural LEP leads and other key delivery agencies/ stakeholders
	Strategic regional food supply chain programme established (public procurement, markets, farmgate to manufacturing and processing) <i>NB. Relevant to all areas of LEP work - rural, business, innovation, skills and supply chains across the wider region</i>	By October	<ul style="list-style-type: none"> Regional food supply chain gap analysis report
	Through 21/22	<ul style="list-style-type: none"> Support SW Food Hub dynamic public procurement platform 	
	Through 2021/22	<ul style="list-style-type: none"> Support export, new markets, supply chain, skills and innovation investment 	
Energy	Grid capacity constraints unlocked to enable delivery of employment land priorities	By September	<ul style="list-style-type: none"> Collaboration agreed with DNOs
		By March 22	<ul style="list-style-type: none"> Solution(s) in place to unlock constraints

HotSW is recognised as a green energy powerhouse (see also Nuclear and Marine)	Increased generation of renewable energy and heat technologies	By December	<ul style="list-style-type: none"> Additional funding secured for SW Energy Hub to support local community energy initiatives
		By March 22	<ul style="list-style-type: none"> HotSW renewable energy and heat plan produced
	Continued testing and commercialisation of solutions that transform the energy market	Through 21/22	<ul style="list-style-type: none"> Demonstrator projects supported
		By October	<ul style="list-style-type: none"> Lessons learnt shared with interested parties
		By March 22	<ul style="list-style-type: none"> Potential for a local energy market project explored

Supporting transformational opportunities through skills and employment support

Outcome	What good looks like (Objective)	Milestone	Activity (Key result)
Skills and employment supports the area's key opportunities and improved access to jobs and careers	Pilot skills programmes which contribute to the LIS's three opportunity areas, Digital Futures, Engineering Futures and Energy Futures.	By March 2022	<ul style="list-style-type: none"> Secure additional revenue funding for 750-1,000 additional training opportunities within high demand sectors, with a focus on supporting those most disadvantaged
	Seek additional resources for curriculum development within opportunity areas	By March 2022	<ul style="list-style-type: none"> Secure additional support for 2-3 pilot courses / provision for hard to train / hard to fill areas of employer demand.
	Develop a single gateway approach to business training, skills and employment advice, working with and through the Growth Hub	By March 2022	<ul style="list-style-type: none"> Provide relevant skills advice to 500 businesses per year through a joined-up service offer
	Maximise the impact of skills signposting services through the HotSW Skill Launchpad	By December 2021	<ul style="list-style-type: none"> Double website hits to the website, particularly relevant advice and guidance.

	Finalise support and agree the forward programmes for the Careers Hub	By July 2021	<ul style="list-style-type: none"> Secure forward funding for the CEC joint programme, supporting 160 schools.
	Agree a forward approach for the Digital Skills Partnership and related programme provision	By March 2022	<ul style="list-style-type: none"> Forward plan for the DSP into 2022/23 agreed with DCMS and wider partners.
	Support ongoing development of shared LMI on skills and training for businesses, meeting the requirements of the SAP programme.	By March 2022	<ul style="list-style-type: none"> Publication of the annual SAP intelligence report, and quarterly labour market updates for the HotSW.

ii) Ensuring highly effective LEP operations

Outcome	What good looks like (Objective)	Milestone	Activity (Key result)
A highly effective Board	Board has the skills & knowledge needed for LEP's key priorities	By July	<ul style="list-style-type: none"> Board effectiveness review complete with recommendations Skills audit complete
	Successful autumn recruitment & diversity thresholds achieved	Through 2021	<ul style="list-style-type: none"> Chair-led diversity campaign in place – engagement with business groups and other key partners
		Sep - Dec	<ul style="list-style-type: none"> Autumn recruitment to fill retirees. Directors in place for Jan 22 Board meeting
Evolved LEP role	Clear future role for the LEP developed and agreed with Government	By July (recess)	<ul style="list-style-type: none"> Options considered and future role agreed by the Board
		By December	<ul style="list-style-type: none"> Revised operating model agreed, to include approach to financial sustainability Headline criteria for 22/23 SLAs agreed
LEP is influencing and shaping policy and provides strong added value to local partners	Strong representation from the LEP in local in working with business, partnerships and individual local partners	By end April	<ul style="list-style-type: none"> Agreed programme of activity with business organisations in place
		By end May	<ul style="list-style-type: none"> Comms & Partnership Manager in post LEP leads identified for key local partnerships (town board, high street board, Freeport etc)
	MPs and key officials are engaged with the area's opportunities and challenges	By July	<ul style="list-style-type: none"> Re-procure public affairs agency & develop clear plan on strengthening Westminster engagement

	Build Back Better plan delivered	Quarterly/ 6 monthly	<ul style="list-style-type: none"> Report progress through F&R (quarterly) and Board (6-monthly) with actions as appropriate
LEP operations are delivering effectively	LEP team is operating at a high level	By end May	<ul style="list-style-type: none"> 20/21 appraisals complete for core team and development plans in place 21/22 workplans agreed for all
		By end June	<ul style="list-style-type: none"> Approach to future remote/ office working agreed Complete review and benchmarking of LEP financial reporting
		Through 21/22	<ul style="list-style-type: none"> Engagement, issues and opportunities tracked and addressed (through OfficeVibe, Teams, face to face channels) Extended LEP team (SLAs) engaged through regular staff briefings
	LEP exceeds expectations of Government	By end March 2022	<ul style="list-style-type: none"> Requirements of 21/22 Annual Performance Review met (APR Jan 2022)