**Heart of the South West Local Enterprise Partnership**

**Finance & Resources Committee**

**May 2021**

**Report theme:** 2020/21 Service Level Agreement Assessment and Objectives & Key Results (OKRs) for Q4

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**Summary**

The purpose of this report is to:

* Report on the performance against the 2020/21 Service Level Agreements
* Report progress against Q4 (Jan-Mar) OKRs

**Recommendations**

It is recommended that F&R:

* Note the performance against the 2020/21 Service Level Agreements and raise any concerns
* Note the progress made against OKRs in Q3 and raise any concerns

**Introduction**

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

OKRs have been developed for the year and were presented to F&R as part of the draft 2021/22 Workplan in April and have recently been approved by the Board. The agreed plan will form the basis for SLA delivery and ongoing reporting against OKRs.

It should be noted that, due to the COVID pandemic, 2020 was an unusual year and, as in Q3, Q4 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 to demonstrate match 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 Accountable Body to sign 22 Funding Agreements. The outstanding 2 are in progress and are expected to be signed shortly.

**Dashboard – 2020/21 Q4 Performance**

The Dashboard (attached at Annex A) provides an overview of performance against each objective in Q4.

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.

|  |  |
| --- | --- |
| 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) |

Direction of Travel has also been captured against relevant objectives, where they have continued from the previous quarter. This has been show in the dashboard as same, declined or improved and is based on the overarching RAG rating for each objective.

**Review of 2020/21 Service Level Agreements**

The Service Level Agreements are the largest investment from the LEP’s operational budget and therefore it’s important to understand the return on the investment. It was agreed that the SLAs would be reviewed internally, and the Theme Lead officers were asked to undertake a self-assessment of performance taking into account the Schedule of Services and the OKRs.

The assessments provide a summary of key achievements, and areas needing improvement, as a result of activity undertaken in the 2020/21 Financial Year. A significant amount of work has been undertaken, but if the LEP would like to see some challenge on delivery then an impartial, external assessment would be recommended.

The SLAs will receive a light touch refresh, to ensure appropriate terminology is reflected (ie. move from LGF to GBF) and extended to end March 2022. The outcome of the LEP review and an update of the LEP operating model will be considered for implementation from autumn onwards. The SLAs will need to reflect these requirements.

The assessments are attached as follows:

Appendix A: Business Leadership

Appendix B: Place Leadership

Appendix C: People Leadership

Appendix D: Opportunities Leadership

# Appendix A: Business Leadership – 2020/21 SLA Self-Assessment

| Objectives | Things that have gone well | Areas for improvement | RAG |
| --- | --- | --- | --- |
| Clear objectives, goals & accountabilities established and Leadership Group priorities agreed | BLG’s aims and membership have been refreshed. The group has taken on a new, more strategic role and has become the Programme Board for the ERDF Inward Investment programme and the Growth Support Programme (in dev.). The work programme for 21/22 has been agreed by the group. The recent introduction of a monthly update to the group has been a success. |  |  |
| Deliver a comprehensive business support programme across HotSW | The theme lead continued to manage a series of business support programmes, most notably, the **Growth Hub Service for All** contract, which changed after being delivered by SERCO for four years to Devon County Council at the end of the last financial year, just shortly before the start of the pandemic. Even though the service had just started, DCC were able to react to the pandemic and the changes in demand quickly. The COVID toolkit on the GH’s website has received national recognition and is being used across the country a best practice. In total, over 3,300 business were supported by the Growth Hub against a target of 1,700 (B1). 450 businesses were referred to local or national schemes against a target of 350 (B2). Hits to the Growth Hub website were also high for the year, with a 250% increase achieved (219,813 in 2020 from 83,230 in 2019). Mobilisation continues for the Growth Hub Service for All, which more formally brings together the ERDF programme with the core Growth Hub service from 1 April.  In addition, the theme lead managed the following other business support programmes as part of the GH business support ecosystem:  The **Scale Up** **programme**, which was extended for another year. Given the pandemic, we amended the contract slightly to allow support for existing clients and new clients to ensure all our businesses were supported through the pandemic. Inspire have been also offering ad-hoc support to businesses to help them increase their resilience and explore opportunities for growth after the Covid-19 pandemic. A lighter touch version of their full Scale-up programme is also available for businesses not currently in a position to take up their full offer.  In line with the requirements from BEIS we used **BEIS Supplementary funding** to address the effects of the pandemic as well as provide additional activity. The additional money from BEIS allowed us to work with both Devon and Somerset Chamber, the FSB, and offer increased 1:1 support through the Growth Hub, as well as raising the Growth Hub headcount by one FTE. Further specific support was delivered across the defence cluster and aerospace and nuclear sectors, and we delivered a pilot programme to engage Black, Asian and Minority Ethnic (BAME) led businesses that is now being evaluated. The research conducted by PFA, that saw 450 businesses from across the HotSW LEP interviewed, to assess needs and barriers around access to finance, has concluded. This will now complement the recently commissioned LEP research into access to finance.  We were also able to use this funding to support the LEP Bounce Back Digital Programme, and the Alison Edgar sales webinars hosted by Devon and Plymouth Chamber of Commerce.  **Peer Networks**: Despite the challenges to recruit participants experienced by some of our delivery partners, caused by the uncertainties around Lockdown, furlough, and the end of the transition period, we were able to see 10 Peer Networks delivered by the end of March 2021. Given the issues faced by  businesses during this time and the tight delivery window, this should be considered a real success. Feedback has been fantastic, with businesses saying they will continue to network after the end of the programme. We have now received confirmation of PeerNetworks funding for 21/22 to deliver 17 cohorts and have started to engage with existing delivery partners about a continuation of this programme. | Delivery of the GH was uneven. The GH exceeded both B1 and B2 targets but B3 targets were not achieved (154 against a target of 477). The theme lead is working with the team at DCC to address the gap in delivery. There are a few reasons for this (e.g. the global pandemic led to a 180 degree shift in business support needs and behaviours – moving away from face-to-face to more online and ad-hoc delivery) and we are working with DCC to ensure the situation is rectified. DCC have identified two strands of support that would help to recover the situation. Farm and Food Business Resilience Support, and Retail Digital Support.  Invoicing v Actuals  We are continuing to work with Devon County Council to understand costs for delivery of the Growth Hub service against what is being paid, while remaining mindful of the fact that the funding for the Growth Hub forms the match funding element of the ERDF Growth Support Programme. |  |
| Deliver business support to address economic shocks | EU transition funding was informally announced by Government in late Autumn 2020with a delivery end date of March 21. In fact, the latest offer letter for this funding was only received in February 21. As a consequence work had to be commissioned rapidly with a very short delivery window, and some of it at risk. Despite these challenging circumstances, we worked with partners across the region to provide additional frontline support to assist businesses following the end of the transition period, engage pro-active outreach, and mobilise more specialist activity. The support was well received with one element delivered by the Growth Hub concluding with over 5,000 businesses over the phone and held conversations on EU Exit with over 1,300 and 1,114 businesses contacted by email to highlight support. Over 237 businesses benefited from 1-to-1 support from an Adviser. In addition, we provided Export support webinars for businesses across the region.  Nationally BEIS have been delighted with the level of reach achieved by this funding across the Growth Hub and LEP Network. | Because of the extremely short delivery window there was no opportunity to reallocate any budget underspends by delivery partners. As a consequence, where partners were unable to use their full allocation money will need to be handed back. Going forward we would prefer a longer delivery timeframe. |  |
| Delivering compliant projects | We continue to oversee the delivery of Growth Deal projects under the business theme. While most of these projects have been finished, some projects still submit change requests, which have been appraised and dealt with by the team and some projects still claim funding, which means claims have to be signed off by the theme lead before payment can occur. In addition, the team had to support the PMO regarding the output reporting.  In addition, the business theme took on five GBF projects. These had to be appraised and, once agreed, to be supported through to funding agreement. These projects are now being delivered and claims have to be checked. | The quality of the external appraisals was uneven and not always sufficient. As a consequence, a lot of additional work had to be picked up by the theme lead to get the project to funding agreement stage.  The change from EU State Aid to the new Subsidy Control scheme created additional work and complexity for those projects that weren’t signed off before the change. |  |
| Cultivate a thriving and internationally recognised defence sector based upon collaboration and innovation | The LEP supported the establishment of this cluster through the provision of the cluster coordinator function. The SW Regional Defence & Security Cluster, which has been part funded by the LEP, launched on the 4th of November. Joined by over 330 participants from over 160 organisations, spanning 3 continents, the launch event provided participants with the opportunity to hear from senior members of the Front Line Commands, DASA, Minister for Defence People and Veterans Johnny Mercer as well as representatives from key defence primes and SMEs from across the South West. Since its inception, the cluster has delivered a series of workshops, e.g. a Meet DASA event, workshops by the National Composite Centre and a workshop on the Ecosystem around the Defence Innovation Centre. These attracted a large number of attendees and were open to both members and non-members. These events have further increased the cluster’s membership. The cluster has also become engaged with Cornwall over the last few months, with new members and opportunities coming from there.  The South West Defence and Security Cluster was mentioned directly in the Defence and Security Industrial Strategy. This described the support being given in creating further clusters across the UK after the pilot in the South West. At present, the Programme Management team are working to create the second year work programme for the cluster as well as organising further opportunities for engagement and collaboration. This includes the upcoming event with Innovate UK EDGE who are keen to engage with the cluster and innovators across the South West. | The cluster is currently funded on an annual basis as part of the BEIS GH funding. Going forward, additional financing options should be explored. |  |
| Construction | . New Chair appointed – Doug Lloyd, Operations Director of Kier Construction. Regular meetings held with Doug, EH and CITB to plan the new approach  . Emma Hewitt (EH) became Lead Officer for Plymouth City Council in December 2021  . Workshops held with key partners and stakeholders, facilitated by EH to shape new Terms of Reference  . EH has engaged 1:1 with HoSW LEP delivery models: Building Plymouth, Building Greater Exeter, Under Construct in Sedgemoor and Hinkley Point C  . EH has engaged with Building Cornwall to ensure a better join up across the wider peninsula  . EH is acting as advisor to setting up a new Building Greater Torbay model – time invested with South Devon College and Torbay Development Agency, sharing of good practice from Building Plymouth  . The Group’s new Terms of Reference have been approved (see Appendix 1)  . Established monthly Delivery Team meetings to join up a coordinated action plan across the SW peninsula – Building Cornwall also invited as an observer  . Connected and aligning with the new ‘Building the Peninsula’s Hospitals’ Group  . Building Plymouth and Building Greater Exeter jointly exhibited at the Wales & South West Virtual Employment Event targeting military service leavers for construction  . Sharing Hinkley’s supply chain engagement experience with Building Plymouth to help delivery at Devonport Dockyard |  |  |

# Appendix B: Place Leadership – 2020/21 SLA Self-Assessment

| Objectives *(deliverables /milestones in SLA in brackets)* | Things that have gone well | Areas for improvement | RAG | | | |
| --- | --- | --- | --- | --- | --- | --- |
| **Governance review** | 1. LEP governance review recommendations implemented/cascaded through to arrangements and operation of place leadership group 2. Revised terms of reference and constitution of group actioned with support and consensus from existing membership of group 3. Task/task and finish groups established covering specialisms across place “portfolio” 4. Stronger/clearer progress and performance reporting established via quarterly OKRs and “disciplines” of place progress report to Board meetings and occasional thematic “deep dive” presentations at Board meetings eg November 2020. | 1. Representation/engagement of some additional key stakeholders important for place leadership group effectiveness eg energy sector/utilities 2. Cross sector representation, capacity and effectiveness of some of the task and finish groups needs further development | G | | | |
| **Enterprise Zones**  *(Board reporting revised providing visibility on occupancy rates, jobs created and business rates generated, implementation plans updated and agreed, with clear LIS focus on strategic outcomes and deliverables)* | 1. Work successfully undertaken with key partners to facilitate implementation plans for Plymouth Oceansgate and Exeter and East Devon Growth Point being updated 2. Sharing and collaboration fostered between the EZ leads partners across the HoSW area through EZs Forum (examples sharing of best practice for financial modelling and referrals to SW Energy Hub) 3. Dialogue initiated about how learning from EZ model could be applied to Yeovil | 1. Implementation plan for Gravity Enterprise Zone not progressed – due to capacity issues at SDC and development considerations including review of the site master plan 2. Greater visibility of Enterprise Zone progress established wit SIP but may also need to be accompanied at LEP Board level | G | | | |
| **Natural capital**  *(Organise natural capital showcase at LEP annual conference, HotSW natural capital advocacy document published, plan HotSW natural capital workshop with LNPs)* | 1. HoSW natural capital advocacy document published in 2020 2. Natural capital task and finish group established (with LNP participation) 3. Informal expressions of interest process undertaken in Q3 of 2020/21 to develop understanding of potential natural capital investment intentions in HoSW area and inform recovery plan 4. Some natural capital investment secured through LEP’s portfolio of GBF investments and advice note developed for project sponsors to collect natural capital impacts across programme      1. LEP response submitted to Defra Natural Capital review 2. Board approval secured for natural capital demonstrator fund in January 2021 and prospectus launched in March 2021 3. Natural capital embedded as a component in the LEP’s clean growth agenda | 1. Further work required to develop strategic priorities and “mainstream” within delivery 2. Need to strengthen task and finish group capacity and effectiveness and working approach with important stakeholders (eg some key stakeholders retain expectations and approaches are in some instances not fully aligned with role and scope of LEP to assist in this agenda) | A | | | |
| **Rural productivity**  *(Develop proposals for HoSW rural productivity partnership, input to development of Great South West rural economy proposition, co-ordinate HotSW response to any future consultations about post CAP measures)* | 1. Recruitment of rural opportunities lead 2. Establishment of rural productivity group, including recruitment of members to fill R&D, business support and coastal roles (links to partnership deliverable) 3. Start in developing rural priorities (to be finalised at April 2021 meeting) for rural productivity proposal.      1. Funding approved at Feb F&R and study commissioned on Community Led Rural Productivity programme. 2. Enhanced links formed with rural district and county authorities | 1. Stronger collaboration on rural agenda and links between LEP rural leads across Great South West remain to be developed 2. Progress has been impacted by capacity in year and further work required to flesh out strategic priorities and potential future LEP actions. | A | | G | |
| **Energy**  *(Strengthen engagement of energy sector bodies in LEP, provide strategic perspective, technical support and co-ordination to SW Energy Hub.  Advise the Hub about HoSW energy investment priorities and support its promotion of relevant funding opportunities)* | 1. Task and finish group established 2. Low carbon/energy retrofit programme piloted in Getting Building Fund portfolio 3. Good operational and developing strategic working with SW Energy Hub resulting in impact with HOSW area particularly relating to community energy initiatives 4. Energy “deep dive” session conducted at February 2021 place leadership group to consider Energy White Paper – BEIS, WPD and Regen SW input and well received by stakeholders 5. Green Industrial Revolution response – expression of interest fronted by LEP with strong partner engagement to UKAEA siting exercise for STEP project fusion demonstrator plant 6. LEP response made to consultation about the Devon Carbon plan 7. LEP engaged as a stakeholder by local authorities in development of climate emergency strategies | 1. Grid constraint issues – while some action undertaken (eg work with Energy Hub to identify key problem localities) need to push forward work to better understand issues and scope for action 2. Need to develop stronger relationships with key energy sector bodies active in HoSW area, including National Grid, WPD and SSE 3. Need to build task and finish group effectiveness and broaden stakeholder participation beyond current predominance of LA partners 4. Greater definition of strategic priorities and focus for LEP making difference/adding value linked to our clean growth ambitions 5. Need to re-establish regional collaborative working on aspects of energy agenda – eg pre Covid elements of working with GSW LEP partners | A | | | |
| **Digital infrastructure**  *(HoSW digital strategy developed, with stakeholder engagement secured via place leadership group, ofor deployment of growth deals 1 to 3 original commitments to mobile and broadband assessed.  Decision/change processes navigated through LEP governance as appropriate, guidance provided to project sponsors and business case assessment technical support provided)* | 1. Reprocurement process for CDS superfast extension projects lost part funded by Growth Deal completed and contract mobilisation ongoing 2. Completion of digital call under Growth Deal, culminating in decision navigated through LEP governance structures to commission three projects as a result 3. Funding agreements completed to enable delivery of the three projects commissioned via the digital call 4. Good links being established between LEP’s digital opportunities lead and place team | 1. Full busines case for balance of CDS allocation in Growth Deal programme will now be coming forward in 2021/22 *(NB this is not narrowly an “improvement area” but a consequence of various external/necessary factors)* 2. Need to define role/added value that LEP can provide in digital infrastructure agenda – digital steering group established which will inform this | A | | | G |
| ***Place shaping***  *(Lead LEP formal responses to consultations about local plans relating to the HtSW area and other local place related plans and strategies.  Consult and convene partner input as appropriate, develop evidence base and policy position for role and potential of small towns in HoSW area in delivery of LIS objectives and in context of Government initiatives)* | 1. Planning “deep dive” session conducted at November 2020 place leadership group to consider implications of Planning White Paper, resulting in advice being provided to the Board 2. Beyond specific outcome from this session it serves as a good example of drawing on professional expertise within the wider partnership to digest strategic matters – Plymouth University School of Geography, Earth and Environmental Sciences provided a review and critique of the White Paper to facilitate understanding and assessment of the key issues resulting in relation to the LEP’s agenda 3. Coastal productivity plan finalised and Future of Market Towns study commissioned 4. Input and advice provided to partners relating to Future High Streets Fund and Town Deal processes | 1. Changing approach of Government toward infrastructure investment and role of LEPs associated with local growth makes it harder for LEP to influence this agenda 2. Pace of delivery of market towns study – some interruptions in procurement process and affected by Covid capacity implications 3. Employment land study – work progressed to review study recommendations post consultancy report and develop feedback and consensus from stakeholders. However it has been less easy to progress recommendations for a combination of reasons including Covid implications and absence of future investment programme for LEPs (outside specifics of GBF) | A | G | | |
| Observatory | 1. Preparation of annual impact report for LEP annual report | 1. Recognition that as a client here the LEP has some concerns about progress of service delivery – need to establish future model and ensure renewed progress in 2021/22 |  | | | |
| Other | 1. Getting Building Fund – contribution in very tight timescales to development and prioritisation of pipeline for submission, appraisal of full business cases and negotiation of funding agreements for a subset of the HoSW programme. Note that these latter stages needed diligence and robust negotiation due to issues associated with aspects of some schemes 2. Pipeline – contribution to refresh of LEP pipeline in Q4 of 2020/21, including consideration of needs in opportunity areas | 1. PR and communications – little investment in communicating and profiling role and contribution of LEP across aspects of place agenda in 2020/21. In a “normal” year a stronger focus on this would be beneficial |  | | | |

# Appendix B: People Leadership – 2020/21 SLA Self-Assessment

| Objectives | Things that have gone well | Areas for improvement | RAG |
| --- | --- | --- | --- |
| 1. Deliver the ongoing Careers Hub programme, as agreed with the Careers and Enterprise Company | Careers Hub activity expanded over the course of the year to hit the expanded hub model of 157 schools (as of May 2021). This includes every mainstream school, as well as the areas College network, a sample of special schools and the PRUs. Contractual requirements with the CEC around Gatsby achieved in year, with 60% targets reached in year on GB5 and 6. Enterprise advisor and coordinator team in place. | Forward sustainability and funding remains an extant issue for the Careers Hub overall, with Government currently sticking to their 60-70% funded model. 2021/22 academic year funding yet to be finalised, though majority secured. |  |
| 1. Deliver the Digital Skills Partnership and associated DSIF activity, as agreed with DCMS | Digital Skills Partnership Programme in place, with meetings and core delivery plan achieved / delivery taken forward. Strong focus in year around delivery, with DSP leading on both completion of DSIF funding programme with over 400 supporting individuals and businesses, and 750 individual supporting through DfE Bootcamps pilots (Train4Tomorrow). Wider activity taken forward around Digital Careers Advisor Pilot, working with the Careers Hub. | Capacity of DSP to manage projects and to deliver core DSP programme mixed, with need for funding sustainability and DSP preferred focus on partnership working and coordination needing to be carefully balanced. Forward funding of core DSP staffing and capacity requires forward agreement in absence of DCMS central support, though wider support has been secured through project level contributions into the medium term. |  |
| 1. Deliver the Skills Advisory Panel and associated activity, as agreed with DfE | 6 Skills Advisory Panel meetings taken forward in year, focused on the DfE core programme required. Local Skills Report developed, agreed and submitted in year, alongside two iterations of the area’s skills evidence base. More widely, two deep dive projects taken forward working with University, with Social Mobility deep dive in process. Intelligence from members fed into wider COVID and programme responses. | Leadership of delivery relatively slow to date, reflecting DfE’s preference that SAP should focus on policy, intelligence and strategy. Funding secured for a further year, but policy framework for the SAP partnerships currently unclear, with wider Skills White Paper approach currently being developed. Will need to focus on how the partnership transitions into new arrangements over next year. |  |
| 1. Work with Government and wider local partners to support the delivery of relevant activity and actions emerging from the LIS document / skills strategy | Delivery in year of significant additional activity around skills and employment. 4 further ESF projects completed, as well as extension through to Structure Fund end date for 4 further ESFA / Big Lottery provisions. IoT Build process ongoing across the area, with facilities either coming on line or due for completion by Sept 2021. Additional support secured around pilots on over 50s activity, digital careers and advice, construction and digital activity. Skills Launchpad brand launched, with website and wider social media / communications programme in place. HotSW Inclusive Growth Panel in place, within initial actions and projects agreed. | Apprenticeship activity relatively light to date compared to other strategic priorities, reflecting both COVID impact and also slower progress on the development of a joined up programme at LEP level. Good practice however in individual areas of the LEP (notable Somerset). Inclusive Growth Panel in place, but progress has been slower, with recruitment delayed into 2021/22 (though now complete). Escalator programme delayed as Government has decided how to best funding and organise skills, though funding now being made available for development opportunities. |  |
| 1. Lead the HotSW work on digital and healthy ageing activity | Post holder recruited and in place for year. Work undertaken in year to update and publish the Digital Strategy, develop a workplan for 2021/22 and take forward a review and preliminary work to develop an enhanced digital business support programme. | Research into the Agri-Tech sector has been completed but this has taken longer than planned to translate into a programme of activity for the LEP. CDS’s open market review for broadband was completed in February 2021 but the new subsidy control rules have meant that submission of CDS’s strategic business case for the £8m has been delayed. This is now due to be submitted to the LEP at the end of April 2021. |  |

# Appendix A: Opportunities Leadership – 2020/21 SLA Self-Assessment

# Tourism

| Objectives | Things that have gone well | Areas for improvement | RAG |
| --- | --- | --- | --- |
| **Support the recovery of the sector** |  |  |  |
| KR1:Deliver the sector Action Plan to support recovery | Good progress has been made in delivering the HotSWLEP Tourism & Visitor Economy Recovery Plan, specifically across the React, Restart and Recover phases, with actions ‘completed/in play’ (last updated 5.3.21, attached).  Actions in the Stabilise and Revitalise phase are mainly ‘to do’, which also aligns with the wider recovery plan work, including Tourism Zone development with the Great South West Tourism Partnership.  Positively, tourism partners have come together during the past year, to the benefit of the visitor economy, achievements include:   * Providing business support, Gov Covid information and guidance to the individual businesses * Delivering ‘Be the Business’ programme to 85 businesses, including 31 surgeries, 3 peer groups and 8 masterclasses. * Co-ordinated regional marketing campaigns including successfully securing VE funding for ‘Enjoy Summer Safely, Enjoy South West’ worth £350k. * Co-ordination of two collaborative business impact surveys to provide robust data to Government, MPs and stakeholders. * Collaborative Asks and joint lobbying to Government for industry support. * Increased engagement with the LEP, supporting Tourism sector representative now on the LEP Board * Participation of LEP Deep Dive engagement session and GSW APPG session to gain support for tourism recovery plan work. * 4,000+ businesses registered on VE We’re Good to Go accreditation scheme * Fortnightly partnership calls with DCMS and VE/VB. * Several MP calls, roundtables and two with the Tourism Minister. | Challenges centre around DMO resources and capacity for further delivery of long term recovery plan work (Stabilise and Revitalise). The publishing of the GSWTP Recovery Plan and Tourism Zone concept report (currently in development) will give clear direction and alignment to the new national Tourism Recovery Plan, Build Back Better and Levelling Up. This report is now due to be finalised early April. (Amendments are needed to align with the Gov archiving the Industrial Strategy and Tourism Sector Deal). | amber |
| KR2: Ensure an effective response to Gov guidance through coordinating & disseminating key Covid related messages from Govt to the sector | Developed effective communications and strengthened relationships with the sharing of regular (daily/weekly) updates with tourism partners across the HotSWLEP and wider GSWTP.  Including, sharing Gov Reopening Roadmap, Covid Secure Operating Guidance, Grants info/guidance, as well as answering questions and interpreting Gov information. |  | Green |
| KR3: Ensure visibility of the sector’s challenges & needs with policy-makers through providing intelligence gathering/research to MPs. Broad aim of one briefing per quarter | This area has developed over the past year, achievements/outputs listed above.   * Sector Asks docs are now reviewed and updated monthly; * co-ordination of group responses to Gov calls will include the national DMO review (Spring 21); * co-ordination of business impact surveys as needed - two delivered Sept 20 and Jan 21, the results of which informed Gov and MPs for business support and highlighting issues of the sector, resulting in support in the March budget. | Keeping up to date with needs and challenges takes place through fortnightly calls with DMOs, DCMS and VE/VB. Co-ordinating can be a challenges but is monitored on an ongoing basis. | Green |
| **Deliver Be the Business Tourism Programme** |  |  |  |
| KR1: Prepare evaluation brief post programme to be undertaken February/March 2021 | * Evaluation is underway with an independent company, the brief was developed in partnership with BtB. * Top line data has been received in advance of the written report. * A light touch draft evaluation of key findings for HotSW programme, including management, marketing and direction of travel is due by the end March. * The full programme evaluation report including in-depth consultations and business case studies will be end August. |  | Green |
| KR2: Subject to evaluation, develop proposal for future programmes by May 21 | This will take place after the evaluation report has been received in Sept. | Timings adjusted in line with review timings. | amber |
| **To secure Tourism Zone status** |  |  |  |
| KR1: Finalise geographic focus for a Tourism Zone by Jan 21 | Tourism Zone concept and Recovery Plan work has been contracted to the NCTA, funded by HotSWLEP, (C&IOSLEP, DLEP) for Great South West Tourism Partnership.  All partners have engaged with the co-ordinated programme of work – which is in the final stages of completion. | Challenges centre around DMO resources and capacity for further delivery of long term recovery plan work. | Green |
| KR2: Develop outline Tourism Zone proposal by Mar 21 | Tourism Zone concept and Recovery Plan work has been contracted out to the NCTA, funded by HotSWLEP, (C&IOSLEP, DLEP) for Great South West Tourism Partnership.  All partners have engaged with the co-ordinated programme of work – which is in the final stages of completion. | Challenges around change in Gov strategy with the archiving of the Industrial Strategy and Tourism Sector Deal. | Green |

# Fishing

| Objectives | Things that have gone well | Areas for improvement |
| --- | --- | --- |
| KR1: Use the Fisheries Intelligence Group to develop a series of priority actions for growth for the sector by Mar 21. | * Through the Fisheries Intelligence Group, preliminary discussions have been held regarding the development of priority actions for the sector. However, most recently focus has been on the sector departing the EU. | * Engagement with the sector needs to be improved. Unlike some sectors (eg. Tourism) there is not an adequate base of research and information to draw upon to create a relevant and worthwhile action plan. * Consider a smaller ‘Fisheries Intelligence Group’ which is set up solely for the action plan and subsequent development of the sector. |
| KR2 : Secure funding to support infrastructure improvements | * Drawn up a list of capital infrastructure projects that could be delivered through a successful bid to the levelling up fund. * Lobbied government and Defra for further information on the 100M Fisheries fund, challenging its significance in comparison to the previous European EMFF funding for the sector. | * Awaiting guidance on the Fisheries Fund. However, a series of evidence based projects needs to be identified. (see above) in order to bid into the fund. * Levelling up Fund and Community Renewal fund do present opportunities subject to criteria. |
| KR3: Work with the sector to address any concerns / issues that may arise from the departure of the EU. | * Sustained representation from local authorities and key players within the HotSW fisheries sector. This has ensured strong sector intelligence. * Enabled the sector and local authorities to discuss and challenge key elements of the 2020 Fisheries Act. * Lobbied Defra to highlight the concern and impact Seafood exporters were having as a result of the delays relating to export of live fish and shellfish, a £23 Million pound support package has since been announced. |  |

# Photonics

| Objectives | Things that have gone well | Areas for improvement | RAG |
| --- | --- | --- | --- |
| KR1 Support DIT with the promotion of the photonics HPO including the development of a new promotional video to be completed by Feb 2021. | Video will be ready end mid/end March. Given Covid this is good. First edit looks good.  Investor webinars to be delivered in April.  Working with the DIT HPO is easy and straightforward.  Have had some success to date that have been tagged by DIT to HPO work. (Nanusens, BME) | We need more leads for the work being put in. |  |
| KR2 Develop actions by end Feb 21 to ensure HotSW sector has strong profile with the Photonics APPG. | Engagement underway with Anthony. Hhe is a positive advocate and keen to support. An ‘open door’ to take our asks to APPG and Government. | We need to understand how APPG works and Anthony as he is new doesn’t have much visibility on this as yet.  The meetings have moved online and the Chair is yet to call them. |  |
| KR3 Secure funding to attend one suitable overseas trade show to generate inward investment enquiries for the region by end of Jan 21 |  | We requested amends to consider move to an event later in the year. Most events move to virtual with limited success. |  |
| 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 | Some elements of the programme have commenced with persons enrolled.  Recruitment delayed but now completed. Appointed person currently doing 1 day/wk then moving to full-time in June. |  |  |
| KR2  Develop a new training programme co-designed with the sector in time for the 2021 winter academic term. | Course content analysation. Initially undertaken in summer of 2020.  Programme started. Companies engaged and persons enrolled on lights and lasers CPD module. | Ongoing revision will probably be required as the programme commences.  Reporting of outcomes needs to be sharpened up in terms of the data being collected. |  |
| KR3 Programme to be self-sustaining by Spring 2022. | Expect project to be self-sustaining but will be reliant on business engagement. Having the programme co-designed with businesses should address this. | Training programme development and business engagement will be monitored |  |