

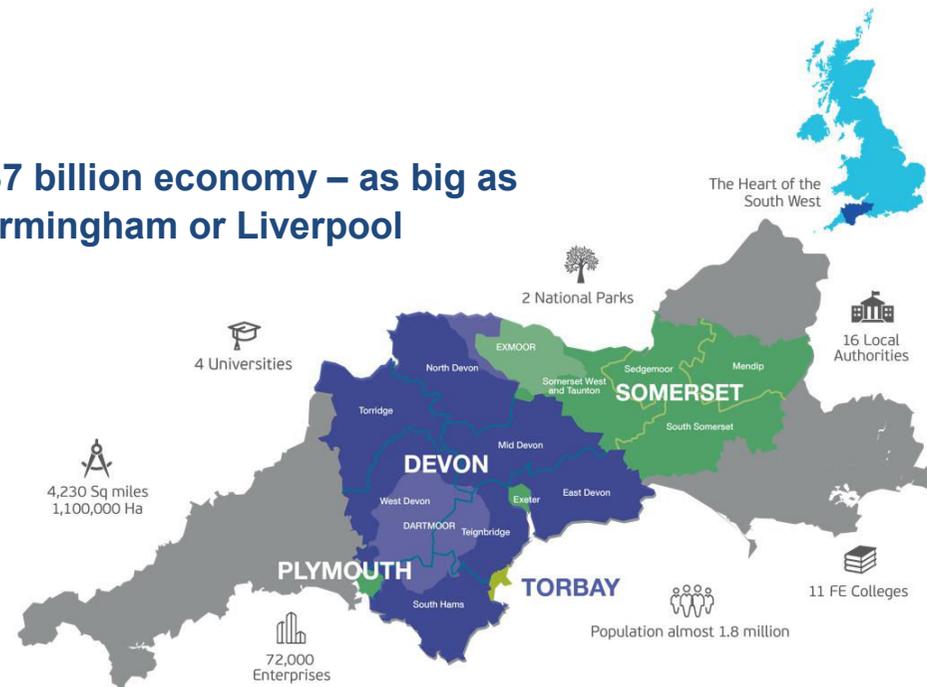
**Heart of the South West Local Enterprise Partnership  
Workplan 2022-23**

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## 1. Introduction

**£37 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 was 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 £37 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 all<sup>1</sup>. 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 2022/23.

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

## 2. Executive Summary

### *Economic impact of Covid-19 and long-standing structural challenges...*

Recent years have seen an improvement in the size of the productivity gap in Heart of the SW versus other parts of the UK, though a sizeable difference remains, as it has done for well over 20 years. Behind this are long-standing lower levels of business creation, innovation, export, inward investment, challenges around developing the right levels of skills and educational attainment, a business mix skewed towards lower productivity sectors and a population ageing ahead of the general trend in the UK. More data on the area's economy can be found on the new suite of dashboards available on the LEP website [Our dashboards - Heart of the south west LEP \(heartofswlep.co.uk\)](https://heartofswlep.co.uk)

These structural challenges meant the area's economy suffered a higher level of disruption during the pandemic and the climb back through the current severe challenges of rising costs, labour shortages and wider global instability is more challenging than in many other places.

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

However, there are many strengths and opportunities to build on. The area has world-class universities, an exceptionally strong FE sector and unique advantages in sectors which will see significant growth in the future. These include renewable energy, clean marine, clean aviation and data analytics which can also support existing bedrock sectors such as agriculture and tourism to adapt and grow. The LEP has refreshed the area's Build Back Better plan which sets out the key aims under a series of potentially transformational opportunities and which has been agreed with business, education and local authority partners. The plan places clean and inclusive growth as its central goal and delivering against these opportunities is our major priority for 2022/23. The Build Back Better plan can be found at [Build Back Better plan - Heart of the south west LEP \(heartofswlep.co.uk\)](https://heartofswlep.co.uk)

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

The 21/22 Annual Report sets out more details on how LEP investments have made major contributions to creating jobs and growing the economy through the three Growth Deal awards, the Getting Building Fund programme and the Growing Places loan fund [HotSW-Annual-Report-2021.pdf \(heartofswlep.co.uk\)](https://heartofswlep.co.uk). Together, by 2025 these investments will create over 21,000 jobs, train over 61,000 people and support almost 25,000 businesses. Addressing the structural challenges is a long term project but these investments will make a contribution towards that. Delivery of the Growth Deal and Getting Building Fund programmes are in their final few years with all funding committed. The LEP's Growth Hub continues to provide access to a wide range of support to the area's small and medium-sized enterprises whilst the LEP's European-funded inward investment programme is supporting the creation of high value jobs across the area; these two programmes are key priorities for 22/23.

### *...and ensuring the LEP operates effectively in an era of change...*

Underpinning all this is a strong theme of change. Government's Levelling Up white paper and the Levelling Up and Regeneration Bill confirm the long term intention to integrate LEP activities into local democratic institutions through devolution deals for those areas that want one. Partners in Devon, Plymouth and Torbay are working with Government on a deal whilst Somerset authorities are going through unitarisation which will result in one Somerset Council by April 2023. Adapting to and supporting these changes whilst keeping existing delivery running will be a major task through this year.

*...means the Board set five major priorities for 2022/23.*

Considering these changes, in developing the 22/23 workplan the LEP Board set out 5 key priorities

- i) Supporting transition of the LEP
- ii) Delivering against net zero & the transformational opportunities
- iii) Delivering Growth Hub, increased innovation and tailored business support
- iv) Delivering on the goal of inclusive growth
- v) Delivering the £40m Growth Deal, Getting Building Fund and Growing Places legacy investments

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

## 2022-23 Workplan Selected Milestones

### April

- Co-host social mobility conference with Exeter university

### May

- Decision on future support for Careers Hub past July
- 22/23 public affairs activity agreed
- Agree approach for potential finance platform

### June

- Inclusive growth plan agreed
- Opportunities from Celtic Sea FLOW proposals identified and an action plan agreed
- Sustainable aviation skills Task & Finish Group report on key findings for future skills fore sighting
- Action plan developed for taking forward recommendations in the Public Procurement of Food in the SW report
- Innovation proposal to Government from the LEP & Innovation Board

### October

- LEP Board agree transition plan and revised operating model
- Digital Build Back Better business case(s) approved and funding contracts in place

### November

- Network Rail Peninsula Strategic Study completed

### December

- Complete review and relevant changes to LEP financial management
- Recruitment for new Board directors complete
- Investment in natural capital approved and innovative finance mechanism in place
- DIT South Internationalisation fund fully drawn down

*Apr - Jun*

*Jul - Sep*

*Oct - Dec*

*Jan - Mar*

### July

- Peninsula Transport Carbon Transition Strategy Completed
- Annual Board review conducted and actions with milestones agreed
- Resubmission of Electronics and Photonics Production Park Levelling Up bid
- UKSPF proposition developed for start-up support, social enterprise support and investor readiness support
- Work with the DIT sector team to produce a Food Production proposition

### August

- Sustainable aviation demonstration zone defined and priority projects identified

### September

- Dashboards updated for revised data
- Pipeline of long term opportunities created to achieve a sustainable legacy from HPC
- Energy skills and supply chain programme developed and funding opportunities identified
- Growth Hub recruitment for digital advisors complete and knowledge hub established

### By end March

- LEP support for A303/A358 improvements submitted to Planning Inspectorate
- Requirements of 21/22 Annual Performance Review met (APR Jan 2023)
- Future of Smart Sound Connect developed on a commercial footing
- Successful bids into the Clean Maritime Demonstrator fund round 2
- Secure funding for the Tourism Data Hub project and ensure its successful set up and delivery

### 3. 2022/23 Workplan

This section sets out the detailed tasks and milestones across the five key priorities for 2022/23.

#### i) Supporting transition

Outcome	What good looks like (LEP-specific) (Objective)	Milestone	Activity (Key Result)
Future roles of broader partnership is clear, aligned to pillars and missions on the white paper & other key policy drivers  Timeline agreed for transition	LEP transition supports partners' trajectory	Apr – Oct	<ul style="list-style-type: none"> <li>Work with partners on how best the LEP can support changed landscape</li> </ul>
		By end October	<ul style="list-style-type: none"> <li>LEP Board agrees transition plan and revised operating model</li> </ul>
	LEP staff clear on transition implications & capacity retained	Through 22/23	<ul style="list-style-type: none"> <li>Update wider LEP team on transition implications</li> <li>Monitor potential risks around disengagement or loss of staff and Board members &amp; take action as necessary</li> </ul>
	LEP operating within available finances	Through 22/23	<ul style="list-style-type: none"> <li>LEP continues to meet going concern criteria</li> </ul>
By end Dec		<ul style="list-style-type: none"> <li>Complete review and relevant changes to LEP financial management</li> </ul>	
Skills and employment supports the area's key opportunities and improved access to jobs and careers	Support transition to LSIPs as set out in pending skills legislation	Through 22/23	<ul style="list-style-type: none"> <li>Transition plan agreed: timings &amp; detail to be determined</li> </ul>
	Effective careers service delivery	By end May	<ul style="list-style-type: none"> <li>Decision on future support for Careers Hub past July</li> </ul>
LEP continues to support partner's activity in other relevant areas	<ul style="list-style-type: none"> <li>Regional Transport Strategy includes LEP Clean Growth and Build Back Better objectives</li> </ul>	By July 2022	<ul style="list-style-type: none"> <li>Peninsula Transport Carbon Transition Strategy Completed</li> </ul>
		By March 2023	<ul style="list-style-type: none"> <li>Draft Peninsula Transport Strategy Published</li> </ul>
	<ul style="list-style-type: none"> <li>Key Transport Projects to Improve Strategic Connectivity Promoted</li> </ul>	By March 2023	<ul style="list-style-type: none"> <li>LEP support for A303/A358 improvements submitted to Planning Inspectorate</li> </ul>
		By November 2022	<ul style="list-style-type: none"> <li>Network Rail Peninsula Strategic Study completed</li> </ul>

Outcome	What good looks like (LEP-specific) (Objective)	Milestone	Activity (Key Result)
Highly effective LEP Board	Board has the members and skills needed to lead development of clean & inclusive growth	By end July	<ul style="list-style-type: none"> <li>Annual Board review conducted and actions with milestones agreed</li> </ul>
		By end Dec 22	<ul style="list-style-type: none"> <li>Recruitment completed for new Board directors</li> </ul>
LEP operations are delivering effectively ahead of and through transition	LEP team operating at high level	By end May	<ul style="list-style-type: none"> <li>20/21 appraisals complete for core team and development plans in place</li> </ul>
		By end Sep	<ul style="list-style-type: none"> <li>Wider LEP team have been engaged with transition and are aware of requirements as this starts</li> </ul>
	Observatory providing regular and insightful intelligence to the LEP and partnership	By end April	<ul style="list-style-type: none"> <li>Full suite of dashboards published</li> </ul>
		By end Sep	<ul style="list-style-type: none"> <li>Dashboards updated for revised data</li> </ul>
	LEP operating strong communications function with plan, milestones and measurement in place	By end April	<ul style="list-style-type: none"> <li>Revised comms MI in place to track awareness and engagement of the LEP's work</li> <li>22/23 comms plan and key campaigns agreed</li> </ul>
		By end May	<ul style="list-style-type: none"> <li>22/23 public affairs activity agreed</li> </ul>
	LEP exceeds expectations of Govt	By end Mar	<ul style="list-style-type: none"> <li>Requirements of 21/22 Annual Performance Review met (APR Jan 2023)</li> </ul>

## ii) Delivering against net zero & the transformational opportunities

Outcome	What good looks like (Objective)	Milestone	Activity (Key Result)
HotSW's unique sectoral strengths are harnessed to deliver net zero, higher productivity growth	<b>Energy Futures</b> Potential exploited and HotSW recognised as a green energy powerhouse	September 2022	<ul style="list-style-type: none"> <li>Pipeline of long term opportunities created to achieve a sustainable legacy from HPC, including support for advanced nuclear technologies</li> </ul>
		February 2023	<ul style="list-style-type: none"> <li>Successful delivery of 2022/23 of HPC Supply Chain and Inward Investment Service</li> </ul>
		June 2022	<ul style="list-style-type: none"> <li>Opportunities from Celtic Sea FLOW proposals identified and an action plan agreed</li> </ul>
		September 2022	<ul style="list-style-type: none"> <li>Energy skills and supply chain programme developed and funding opportunities identified</li> </ul>
	<b>Sustainable Aviation</b> Area proposition in electrical and hydrogen propulsion developed and digital innovation maximised	August 2022	<ul style="list-style-type: none"> <li>Demonstration zone defined and priority projects identified</li> </ul>
		December 2022	<ul style="list-style-type: none"> <li>iAero Centre Yeovil functioning as a key aerospace / aviation asset for LEP area</li> </ul>
		June 2022	<ul style="list-style-type: none"> <li>Skills Task &amp; Finish Group report on key findings for future skills fore sighting</li> </ul>
		March 2023	<ul style="list-style-type: none"> <li>Marketing Plan in place and 2 significant events held</li> </ul>
	<b>Ocean Futures</b> Global centre of excellence for marine autonomy, digital ocean and clean maritime established	June 2022	<ul style="list-style-type: none"> <li>10 year investment plan agreed and partnership board established</li> </ul>
		March 2023	<ul style="list-style-type: none"> <li>Future of Smart Sound Connect developed on a commercial footing</li> <li>Successful bids into the Clean Maritime Demonstrator fund round 2</li> </ul>

Outcome	What good looks like (Objective)	Milestone	Activity (Key Result)
HotSW's unique sectoral strengths are harnessed to deliver net zero, higher productivity growth	<b>Photonics</b> Growing photonics and microelectronics sector establishes a world class reputation	Summer 2022	<ul style="list-style-type: none"> <li>Resubmission of Electronics and Photonics Production Park Levelling Up bid</li> </ul>
		January 2023	<ul style="list-style-type: none"> <li>Funding secured to attend two overseas trade shows to generate inward investment and support global trade</li> </ul>
		22/23	<ul style="list-style-type: none"> <li>Photonics training co-designed with the sector and delivered by South Devon College</li> <li>Explore potential for larger regional grants to support R&amp;D activity</li> </ul>
	<b>Digital Futures</b> Digital investment in infrastructure, skills, business support and innovation makes a tangible difference for business and communities	December 2022	<ul style="list-style-type: none"> <li>Further funding in connectivity for hard to reach areas targeted appropriately</li> </ul>
		September 2022	<ul style="list-style-type: none"> <li>Digital skills programmes contracted and training opportunities taken up</li> <li>Growth Hub recruitment for digital advisors complete and knowledge hub established</li> </ul>
		October 2022	<ul style="list-style-type: none"> <li>Digital Build Back Better business case(s) approved and funding contracts in place</li> </ul>

Outcome	What good looks like (Objective)	Milestone	Activity (Key Result)
HotSW's unique sectoral strengths are harnessed to deliver net zero, higher productivity growth	<b>Tourism</b> Sector recovers and grows, building towards being a data-led, year-round, green and accessible visitor economy	Through 22/23	<ul style="list-style-type: none"> <li>Support businesses by disseminating and interpreting relevant government information/guidelines</li> <li>Co-ordinate research/intelligence on the needs and issues of the sector to inform key stakeholders, MPs, government departments</li> <li>Secure funding for the Tourism Data Hub project and ensure its successful set up and delivery</li> <li>Support tourism partners to identify further funding opportunities for 'Towards 2030' implementation</li> </ul>
	<b>Food, Farming and Natural Capital</b> HotSW established as a test bed for new food and farming practices and nature based solutions	May 2022	<ul style="list-style-type: none"> <li>Rural productivity priorities refreshed to inform SPF and Levelling Up strategic interventions</li> </ul>
		June 2022	<ul style="list-style-type: none"> <li>Action plan developed for taking forward recommendations in the Public Procurement of Food in the SW report</li> </ul>
		September 2022	<ul style="list-style-type: none"> <li>Agriculture sector supported by effective advisory services on a whole farm basis</li> </ul>
		December 2022	<ul style="list-style-type: none"> <li>Investment in natural capital approved and innovative finance mechanism in place</li> </ul>
<b>Strategic Employment Sites</b> Enterprise Zones & Freeport support and enable growth across the unique sectoral opportunities	Through 21/22	<ul style="list-style-type: none"> <li>Work with DIT and partners to secure investor for Gravity &amp; facilitate wrap-around support</li> <li>Work with east of Exeter partners to implement delivery plan</li> <li>Work with Freeport partners to enable delivery of the Freeport and Oceansgate EZ</li> </ul>	

### iii) Delivering Growth Hub, increased innovation and tailored business support

Outcome	What good looks like (Objective)	Milestone	Activity (Key Result)
Business support in place to support productivity-led clean growth	SMEs can access the right support at the right time	Through 22/23	<ul style="list-style-type: none"> <li>Awareness of Growth Hub raised</li> <li>Growth Hub achieves metrics as agreed with BEIS</li> </ul>
	Take up of national schemes is maximised	By end May 22	<ul style="list-style-type: none"> <li>Management information provided on Help to Grow Management &amp; Digital &amp; service promoted through Growth Hub</li> </ul>
		By end July 22	<ul style="list-style-type: none"> <li>Agreed HotSW-specific offer through new DIT Export Support Service</li> </ul>
		By end Dec 22	<ul style="list-style-type: none"> <li>DIT South Internationalisation fund fully drawn down</li> </ul>
	Effective delivery of local business support & close gaps	By end May 22	<ul style="list-style-type: none"> <li>Launch Digital Utilisation and Resource Efficiency programmes &amp; promote through Growth Hub</li> </ul>
		By end Jul 22	<ul style="list-style-type: none"> <li>UKSPF proposition developed for start-up support, social enterprise support and investor readiness support</li> </ul>
	Ensure SMEs can access the finance needed to start up & grow	By end May 22	<ul style="list-style-type: none"> <li>Agree approach for potential finance platform</li> </ul>
		Through 22/23	<ul style="list-style-type: none"> <li>Work with British Business Bank to ensure SW fund meets the need of HotSW businesses</li> </ul>

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	September 2022	<ul style="list-style-type: none"> <li>Support eligible businesses through the application process</li> </ul>
		March 2023	<ul style="list-style-type: none"> <li>Achieve 60 jobs created, 27 businesses assisted, 6 businesses taking up grant</li> </ul>
	Strong partnership with DIT who effectively promote the HotSW proposition globally	July 2022	<ul style="list-style-type: none"> <li>Work with the DIT sector team to produce a Food Production proposition</li> </ul>
	Successful delivery of the Somerset Inward Investment programme, working with partners to achieve outcomes	October 2022	<ul style="list-style-type: none"> <li>Develop the marketing collateral detailed in the proposal</li> </ul>
		March 2023	<ul style="list-style-type: none"> <li>Achieve increased awareness of the Somerset proposition among potential investors</li> </ul>
Increased investment in innovation through <ul style="list-style-type: none"> <li>- creation of a major new research and innovation capability in the world-leading clusters of Marine &amp; Environmental Intelligence</li> <li>- dedicated innovation support across the LEP geography through a Technopole drawing in existing expert provision</li> </ul>	Marine Test-Bed and Maritime Accelerator, Environmental Intelligence Accelerator & Technopole elements agreed by government with funding secured	By end Jun 22	<ul style="list-style-type: none"> <li>Proposal put to Government formally by the LEP and Innovation Board, supported by Plymouth and Exeter universities and local Upper Tier Authorities.</li> </ul>
		By end Sep 22	<ul style="list-style-type: none"> <li>Respond to comments with detailed follow-up</li> </ul>
		By end Nov 22	<ul style="list-style-type: none"> <li>If successful, develop detailed Implementation Plan</li> </ul>

#### iv) Delivering on the goal of inclusive growth

Outcome	What good looks like (Objective)	Milestone	Activity (Key Result)
The LEP facilitates the ability of everyone to access to and benefit from economic growth	Inclusive growth is hard-wired into LEP and wider partnership work	By end April 22	<ul style="list-style-type: none"> <li>Co-host social mobility conference with Exeter university</li> </ul>
		By end Jun 22	<ul style="list-style-type: none"> <li>Action plan agreed and live, with expert panel in place</li> <li>Clear measurement of impacts in place</li> </ul>

#### v) Delivering the £40m Growth Deal, Getting Building Fund and Growing Places legacy investments

Outcome	What good looks like (Objective)	Milestone	Activity (Key Result)
LEP investments are supporting transformational change in the economy	Growth Deal & Getting Building Fund spend and outputs milestones hit	Through 22/23	<ul style="list-style-type: none"> <li>Project leads monitor &amp; identify prospective shortfalls – remedial action agreed through SIP</li> </ul>
		Through 22/23	<ul style="list-style-type: none"> <li>Existing investments deliver outputs</li> <li>Repayments made on profile</li> </ul>
	Growing Places Fund makes effective contribution to growth	By end Jul 22	<ul style="list-style-type: none"> <li>Options developed for future GPF</li> </ul>