

EXECUTIVE SUMMARY

- The £2.6m EMphasis3 Programme is a University of Portsmouth Programme aiming to accelerate the creation, commercialisation and uptake of low carbon technologies across England with a focus on the EM3 LEP area.
- The EMphasis3 programme offers three strands of support with:
 - Energy efficiency audits
 - Innovation audits
 - Grants
- This final assessment was conducted 45 months after programme kick-off and 1 month before programme activity closure. It evaluates programme relevance, programme progress, programme delivery and management. It identifies the benefit of EMphasis3 support to beneficiary SMEs and identifies lessons learnt and recommendations.
- EMphasis3 suffered from the COVID-19 pandemic. The Programme Team adapted the service being pivoted online before moving to an hybrid model as soon as possible.
- 43.7% of EMphasis3 beneficiaries are micro companies, 43.7% are small companies and 12.6% are medium size SMEs.
- 46 beneficiaries responded to the survey. This equals a 32% response rate.
- 78.3% of beneficiaries indicated to be very satisfied or satisfied with the service they received from the EMphasis3 programme.
- The biggest source of referrals into the EMphasis programme came from the Growth Hub (19.8%), then via the Economic Development Team at Local Authority (15.2%) and in-person event (10.9%).
- 28.3% of beneficiaries have been helped to raise grant funding thanks to the support of EMphasis 3
- The services found most useful were energy efficiency audit (65.2%), followed by innovation grant (17.4%) and then workshop/webinar (4.3%).
- Concrete impacts reported by beneficiaries include: 15.5% improvement in productivity, 6.8% increase in revenue, 53.6% reduced operation costs, 4.7% improved robustness, 52.5% improved sustainability/environmental impact.
- 32.6% of firms reported making progress towards a new-to-firm product or service with an increase in TRL of +2 (and 60% due to EMphasis3 intervention).
- 26% of beneficiary survey respondents created at least one job and 17% safeguarded at least one job. In total, 25 new FTE jobs were created across 12 firms and 44 jobs were safeguarded across 8 firms.
- 64% of firms reported to be badly or very badly affected by the pandemic. Some positive impacts following COVID-19 were also reported mainly on efficiency gains with the digitalisation of processes.

- 37% of firms reported to be badly or very badly affected by BREXIT.
- 84% of firms reported to be badly or very badly affected by the rising energy cost.
- The programme is on track to achieve 4 out of the 5 programme targets which will be met or exceeded. The remaining target will be met above 75% attainment.
- The main themes of interest mentioned by the beneficiaries for future activities are: more funding, expert and practical advice, dissemination of information relating to available new technologies
- The net economic impact for EMphasis3 is for every £1 invested in delivering the programme, £12.64 was generated in the economy.

- EPM provides some recommendations for the remaining programme duration:
 - Find alternative sources of funding post ERDF that is able to support business across a whole spectrum from R&D, innovation & business growth support
 - Plan some further marketing activities promoting case studies, videos, podcasts etc. to disseminate the success and results of EMphasis3 more widely in order to attract further funding
 - Capitalise on the methodology developed to run innovation grant funding to support other sectors of activities
 - Use the carbon calculator on mainstream innovation support programmes

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1. INTRODUCTION

EMphasis3 CO₂ Reductions (EMphasis3) is a 3-year programme led by the University of Portsmouth and delivered in partnership with the University of Winchester. Total programme costs are £2,640,168, with 50% funded by the European Regional Development Fund (ERDF) under Priority Axis 4: supporting the shift towards the Low Carbon Economy in All Sectors (4b and 4f).

The programme started on 01/07/2019 and benefited from an extension. He has an activity end date of 30/04/2023, set for completion on 30/06/2023.

As part of European Regional Development Fund (ERDF)-funded projects, a summative assessment including an interim and final evaluation is due within the penultimate quarter. The purpose of the summative assessment is to evaluate : 1. Project Progress, 2. Project Delivery and Management, 3. Project Outcomes and Impact, and 4. Project value for money. In addition, the assessment aims to identify best practices, capture lessons learnt, and make recommendations for enhancing the continuation of support through any potential extension or follow-on project to ensure that the longer term benefits are realised within the region.

Following a competitive tender process, EPM consultancy was successful in being selected to conduct both interim and final evaluation for the EMphasis3 programme. This report presents EPM's methodology, results and recommendations from the final evaluation of EMphasis3 and is concordant with MHCLG (previously DCLG) guidance on ERDF-funded summative assessments (ESIF-GN-1-033 and ESIF-GN-1-034).

2. METHODOLOGY

The full summative assessment methodology is summarised in Diagram 1. The interim evaluation has been performed over the period October 2020 to December 2020 and the final evaluation from January 2023 to May 2023.

Diagram 1: Methodology summary



This methodology was conducted in three major stages:

STAGE 1 - DESIGN AND PLAN THE SUMMATIVE ASSESSMENT

- **Inception Meeting**
EPM consultants met with the EMphasis3 ERDF management team during an online inception meeting in January 2023 to agree the objectives, quality control, roles and responsibilities and programme of work.
- **Documentation familiarisation**
The consultants familiarised themselves with the Application Form, Grant Funding Agreement, Logic Model, Project Change Request documents, Claims Forms and client relationship management and monitoring system used by the management and delivery team.

STAGE 2 - DATA COLLECTION FOR SUMMATIVE ASSESSMENT

- **Designing of questionnaires and ‘Aide Memoires’**

EPM consultants prepared an electronic questionnaire using Google Surveys software for SME beneficiaries (beneficiaries are companies who registered for and received EMphasis3 services).

The purpose of the questionnaires was to collect core data with which to assess attainment of programme targets, beneficiary outcomes and impacts and beneficiary satisfaction with the programme, and also to identify SME needs for further support. The majority of the questions prompted a quantitative or multiple-choice answer to enable these assessments to be made in a rigorous way. These quantitative and multiple-choice questions were supplemented with a series of logic-driven questions that prompted qualitative answers that are tailored to the different types of beneficiaries. These qualitative answers enable us to interpret the quantitative answers, and provide quotes with which to emphasise key messages in this report.

‘Aide Memoire’ templates were prepared to support 1.2.1 phone interviews performed on a sample of SME beneficiaries and with wider stakeholders. The purpose of the phone interviews are to check correct interpretation of the questionnaire answers, to make deeper enquiries about aspects of the programme that generate interesting or unexpected questionnaire results, and to give the EPM consultants the contextual understanding to prepare this report in a rounded, engaging and relatable style (as opposed to dry, statistical style).

- **Questionnaires**

The questionnaires were sent electronically to the full list of 143 programme beneficiaries and no counterfactual. Emails bounced for 3 beneficiaries. After a period of 3 weeks, 46 beneficiaries had responded to the survey.

- **Beneficiary and wider stakeholder 1.2.1 online interviews**

EPM consultants conducted 9 online interviews with a sample of the beneficiaries. They also conducted interviews with 6 wider stakeholders: Don Spalinger, PDT International, Natalie Wigman, Eastleigh Borough Council, Andy Stanford-Clark, IBM Quantum Ambassador, Kim Pellet, Portsmouth City Council, Paula Richardson, Innovate UK Edge, Camilla Sharp, Eastleigh Borough Council.

- **Longitudinal tracking**

EPM consultants were copied into all correspondences and witnessed a sample of 3 SMEs benefiting from the services of EMphasis3. The companies have been tracked for a couple of months (longitudinal tracking) while interacting with and benefiting from the programme. These companies have been benefitting from a mixture of diagnostic and advice/brokerage, workshops, one-to-one support, open innovation events and grant funding. The SMEs were selected by the programme management and delivery teams as companies that they would be interested to feature as potential case studies.

- **Case studies**

From the initial responses to the questionnaire, 4 additional beneficiaries were selected as case studies. These case study beneficiaries were identified as having had particularly great impact from participating in EMphasis3. The EPM consultants had in-depth conversations with these beneficiaries to collect the qualitative and quantitative

information with which to assess the impact of the programme on their individual company.

- **Management and Delivery Team workshop**

On the 20th March 2023, EPM consultants ran a 'Management and Delivery Team workshop' online. The aim of this workshop was to collect feedback on all aspects of programme governance and management, team dynamics and complementarity with the University of Portsmouth other support programmes, and to hear the various project management and delivery team perspectives on the beneficiary survey and interview answers.

STAGE 3 - ANALYSIS AND REPORTING

For the project context assessment, the EPM Consultants will reflect on whether the consensus is that the project is meeting its objectives. To do this, Google Forms® was used to analyse the management team's beneficiary tracking data (e.g. company age, gender) as well as quantitative beneficiary survey responses relevant to assessing the project context. In the case of qualitative data, the EPM consultants used three-stage Framework Analysis to analyse the qualitative information and inEMphasis3s gained through the surveys, interviews and workshop. This analysis method begins by identifying the themes for which qualitative data exists (Thematic analysis), then separating this by stakeholder type (Typologic analysis) to create a matrix of qualitative responses from which patterns of responses between the different stakeholder types become apparent (Explanatory analysis). This analysis was independently completed by the two consultants and differences in results were discussed until a consensus was reached, removing any potential researcher bias in analysing the qualitative data.

For the project progress analysis, the consultants used the latest project claims data to forecast attainment of the project targets by project end (number of enterprises receiving support, new enterprises supported, number of enterprises cooperating with research institutions, number of enterprises supported to introduce new-to-the-firm products, reduction in greenhouse gas).

For the project management and delivery assessment, the EPM consultants reviewed the project's approach to recruitment, communications and services delivery using the same data methods as described for the project context assessment above, namely Excel functions to analyse the relevant quantitative data and three-stage Framework Analysis of the qualitative data that helped to add context and interpretation of the quantitative data.

Finally, the EPM consultants amalgamate all the data and in EMphasis3 made in the process of conducting this summative assessment, including the gathering of best practice and lessons learnt, in order to make recommendations for how to maximise the legacy of this project.

2.1 Methodology challenges and Assessors' appraisal

EPM Consultants left the questionnaires open for 3 weeks during the winter period. A sizable number (46) and percentage of programme beneficiaries responded to the questionnaire: 32%.

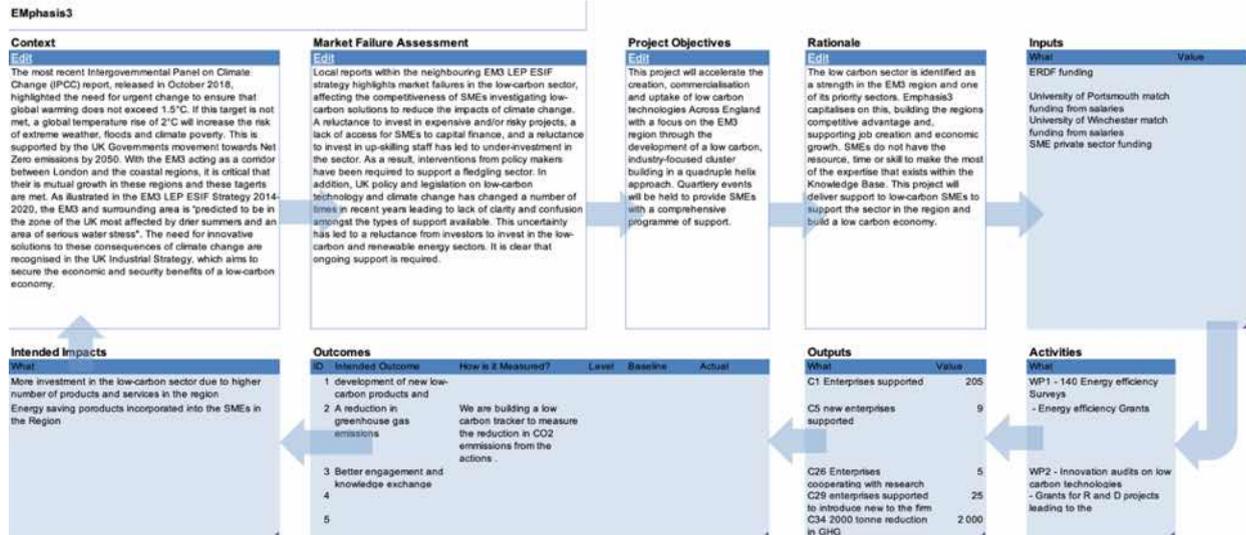
This is a good response rate and perfectly sufficient for the purposes of this summative assessment.

3. RESULTS

3.1 Logic model

Diagram 2 introduces the logic model for EMphasis3.

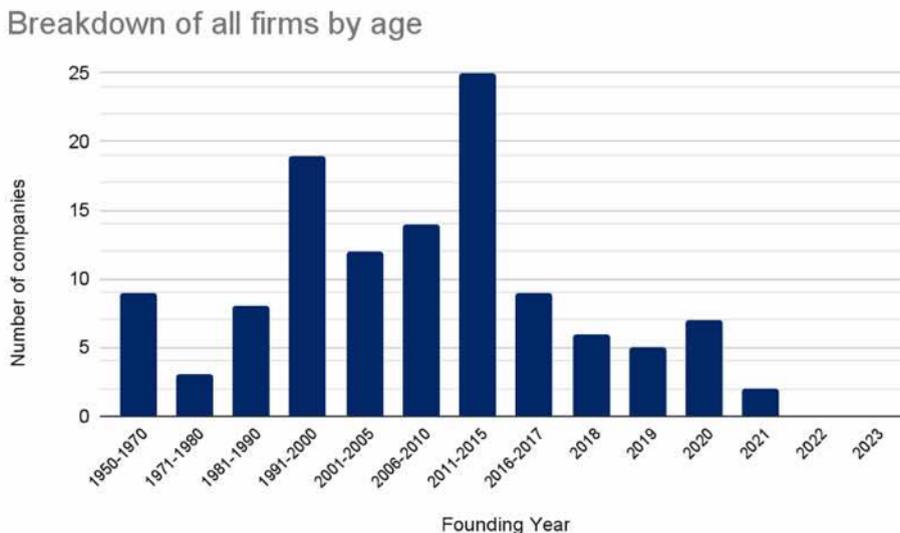
Diagram 2: Logic model for the EMphasis3 programme



3.2 Beneficiary Profile

Baseline data from 143 businesses, who have benefitted from EMphasis3, were provided to the EPM team. The characteristics of this cohort are presented below.

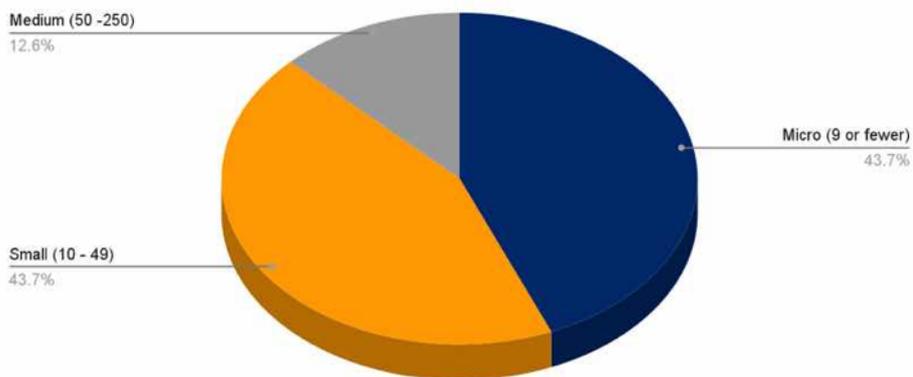
Figure 1: Breakdown of all beneficiary companies by age



The EMphasis3 beneficiary profile includes established companies and relatively recent ones. The large majority of EMphasis3 beneficiaries were founded between 2011-2015. The oldest being founded in 1976. The main target market of EMphasis3 has been established and matured companies.

Figure 2: Breakdown of all beneficiary companies by size

Breakdown of all companies by size

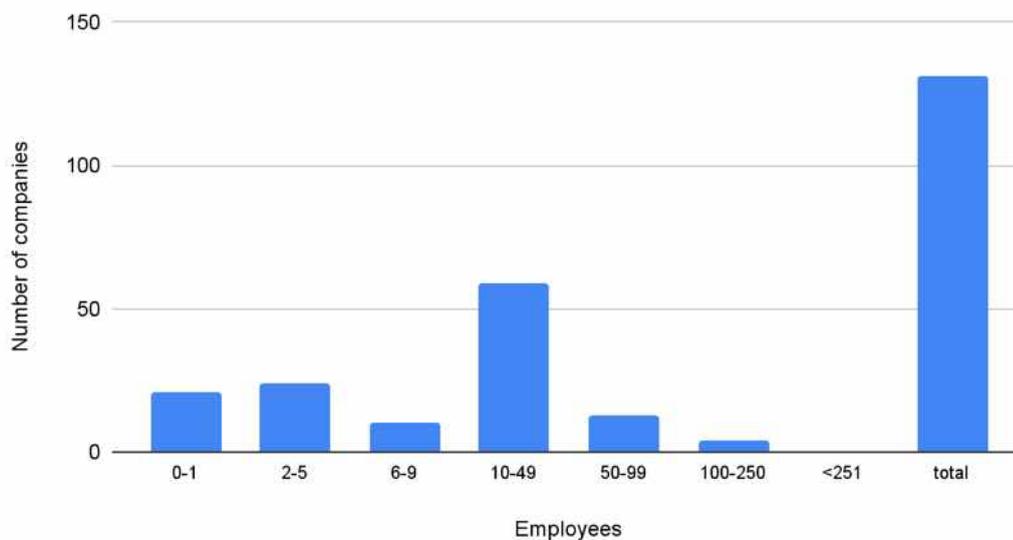


The majority of EMphasis beneficiaries are micro (43.7%) and small size companies (43.7%) having less than 50 employees. Only 12.6% are medium size companies.

ERDF funded projects tend to focus on supporting micro and small companies like EMphasis3.

Figure 3: Breakdown of all beneficiary companies by number of employees

Number of employees



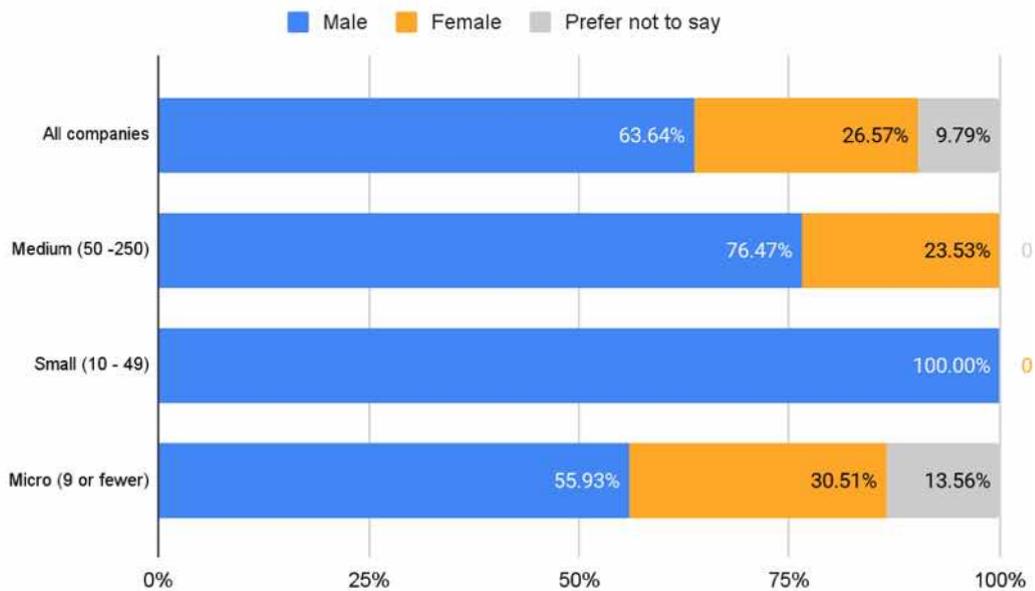
Breaking down company size to exact number of employees, it can be seen that EMphasis3 is attracting all sizes of companies but a majority of micro and small size companies.

Turnover of EMphasis3 beneficiaries

The turnover of EMphasis3 beneficiaries range from 0 to £31M at most.

11.18% of EMphasis3 beneficiaries have not yet reported any turnover to companies' houses.

Figure 4: Breakdown of all companies by gender of business director(s)

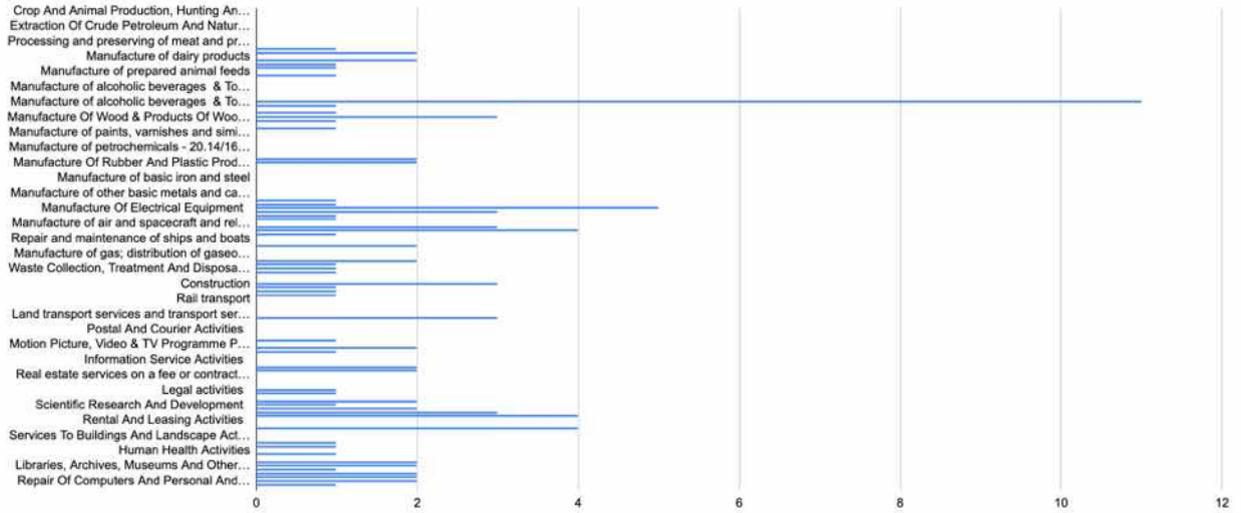


63.64% of the beneficiary companies are male-led. 26.57% of the beneficiaries are women-led businesses.

This is above the national average as according to the UK government's Business Population Estimates (November 2020), around 21% of UK businesses were majority-led by women as of March 2020.

Figure 5: Beneficiaries' sector of industry by SIC code

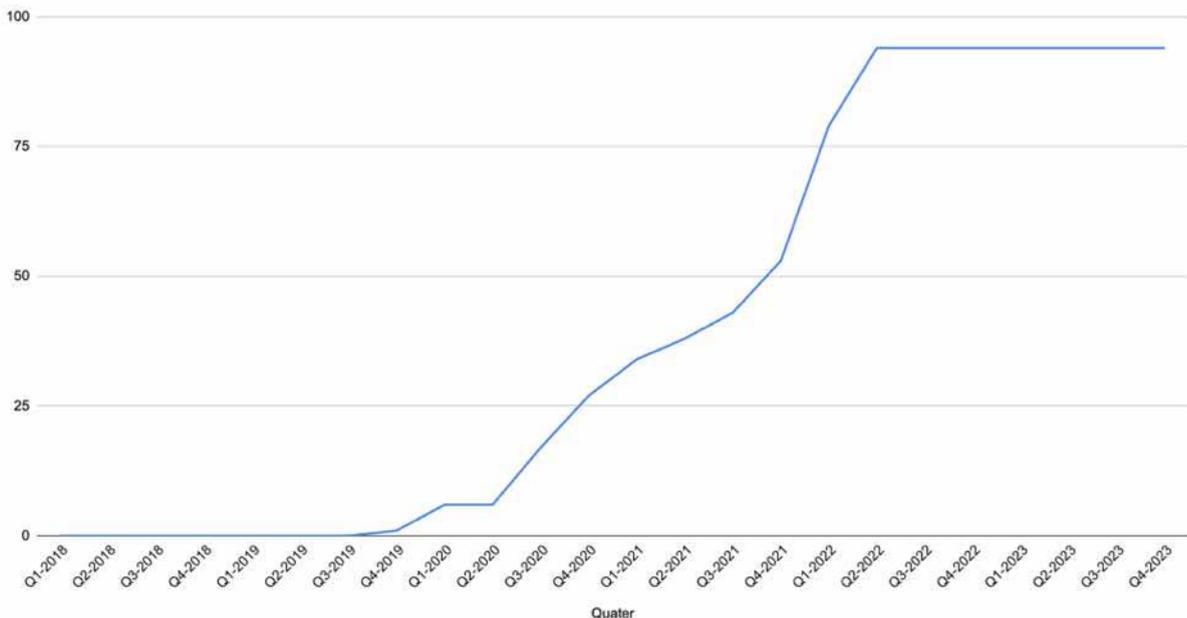
SIC codes of beneficiaries



The main sector of industry represented amongst the beneficiaries are:

- 11.2 % Manufacture of alcoholic beverages & Tobacco Products (SIC code C12)
- 4.7% Manufacture Of Electrical Equipment (SIC code C27)
- 3.7% Manufacture Of Furniture (SIC code C31)
- 3.7% Veterinary Activities (SIC code M75)
- 3.7% Travel Agency, Tour Operator And Other Reservation Service And Related Activities (SIC code N79)

Figure 6: Breakdown of all companies by date EMphasis3 support started



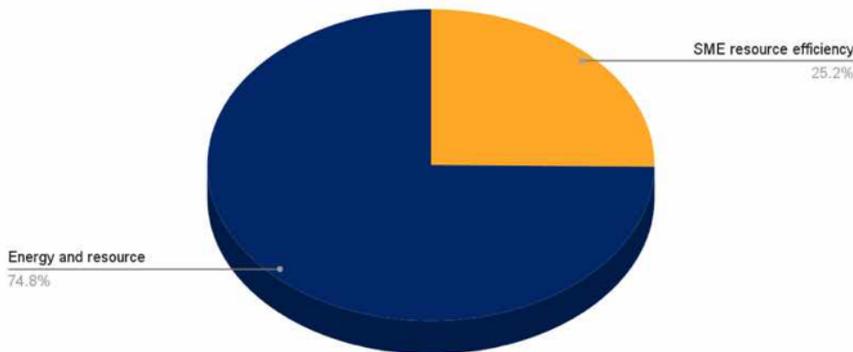
The recruitment of companies on EMphasis3 started in Q3-2019.

There are slight dips in recruitment in 2020 and again in 2021 around the peaks of the COVID-19 pandemic.

All beneficiaries were recruited by Q2-2022.

Figure 7 : Breakdown of all companies by type of support they received

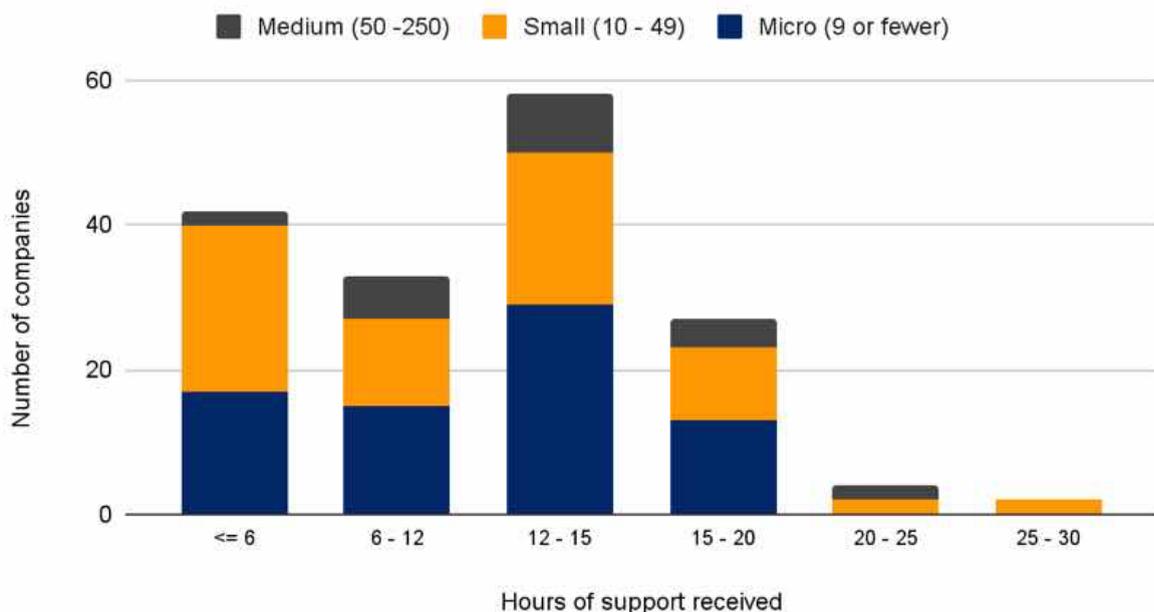
Type of support received



A quarter of company beneficiaries have received 'SME resource efficiency' support and the rest benefitted from the 'Energy and Resource' service.

Figure 8: Breakdown of all companies by number of hours of support they received

Breakdown of all firms by number of hours of support received



At the time of the final evaluation 45% of EMphasis3 beneficiaries listed in the data monitoring database have received less than 12 hours of support. These companies will need to reach the minimum of 12H by programme end to be counted as C1 outputs.

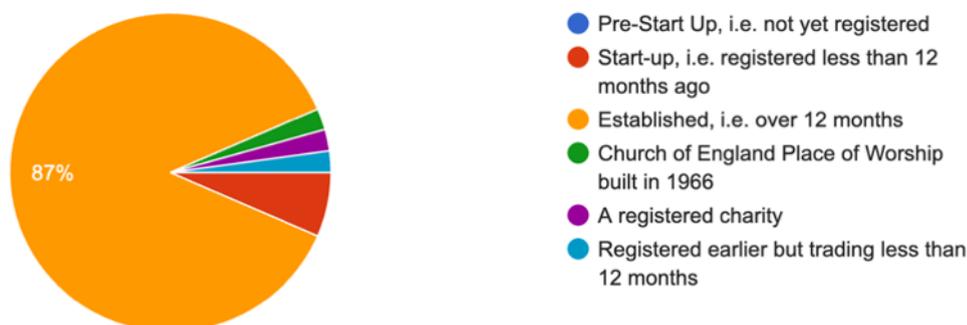
33 companies (23%) received over 15 hours of support which demonstrates the EMphasis3 team going beyond expectations to assist companies.

3.3 Feedback from beneficiaries who completed the survey

3.3.1 Characteristics of survey respondents

The survey remained open for 3 weeks and answers were collected from 46 beneficiaries (representing 32 % of beneficiaries).

Figure 9: Company type of beneficiaries that completed the survey at first engagement with EMphasis3



87% of all beneficiary survey respondents classed themselves as an established company (over 12 months old) when they first engaged with EMphasis3. Only 6.5% were start-up companies. EMphasis3 has been predominantly supporting established companies.

Figure 10: Current company type of beneficiaries that completed the survey



By comparing Figure 9 against Figure 10, it is possible to see that some start-up companies have become established companies.

3.3.2 Beneficiaries' financial position

Figure 11: Beneficiares turnover

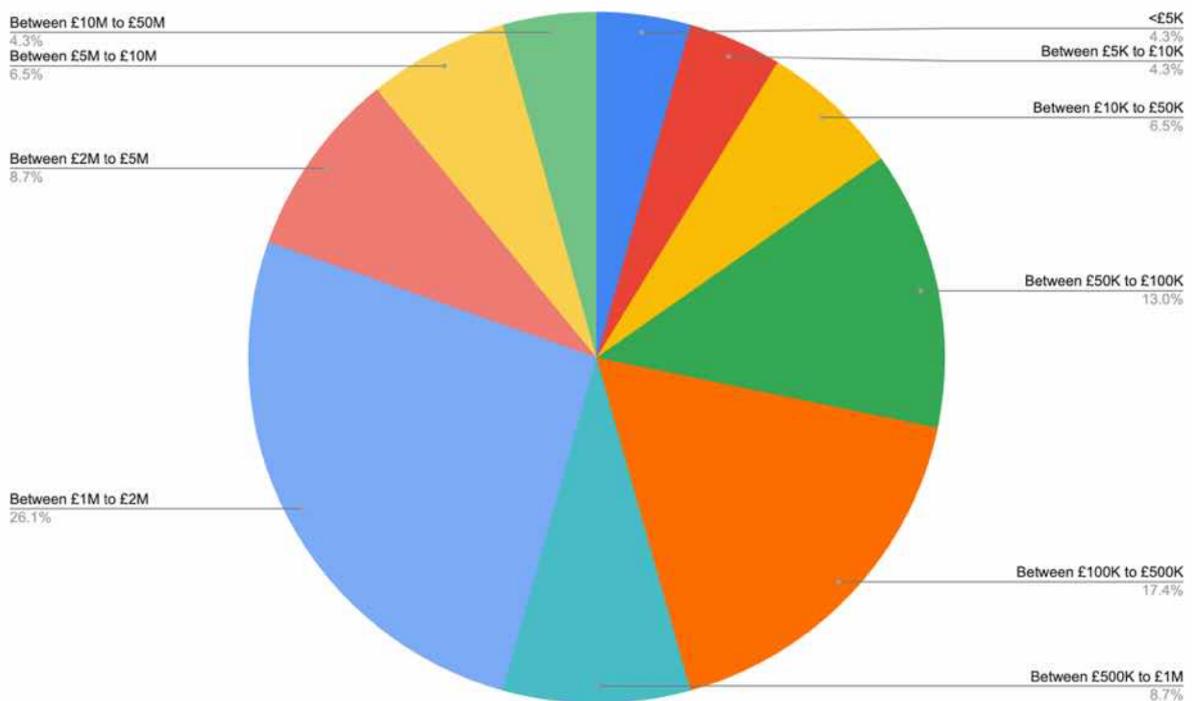
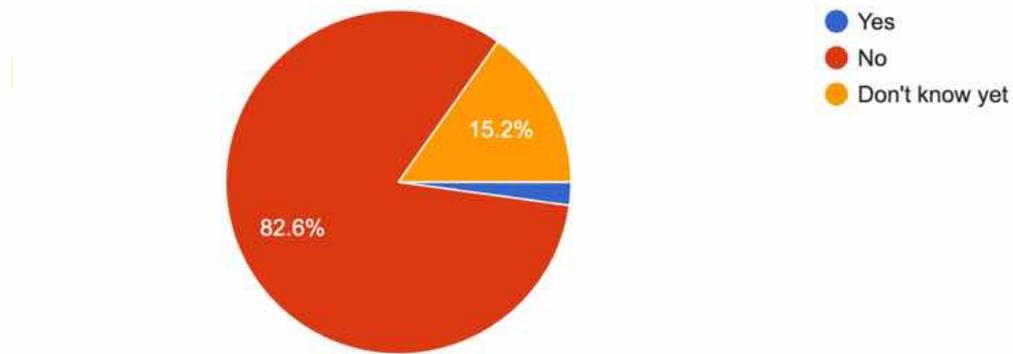


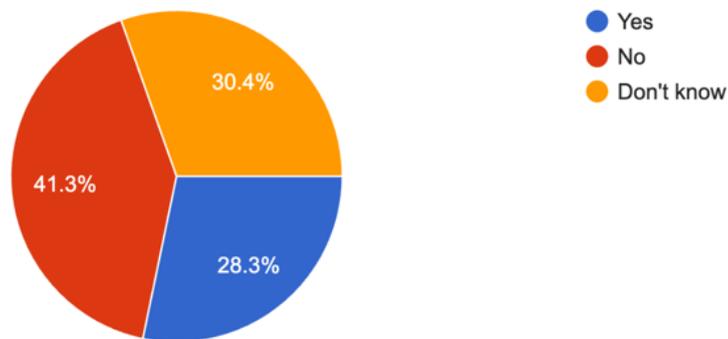
Figure 11 demonstrates that over a quarter (26.1%) of beneficiaries are turning a turnover between £1M to £2M and 17.4% of beneficiaries between £100,000 to £500,00.

Figure 15: Beneficiaires securing new contracts



2.2% of beneficiaries have indicated securing at least one new contract thanks to the support of EMphasis3 and 15.2% are unsure yet. This aligns with the main objective of EMphasis3, which is to help to reduce energy consumption as opposed to help developing new services and securing contracts.

Figure 16: Beneficiaires helped to raise grant funding (securing non-commercial contracts)

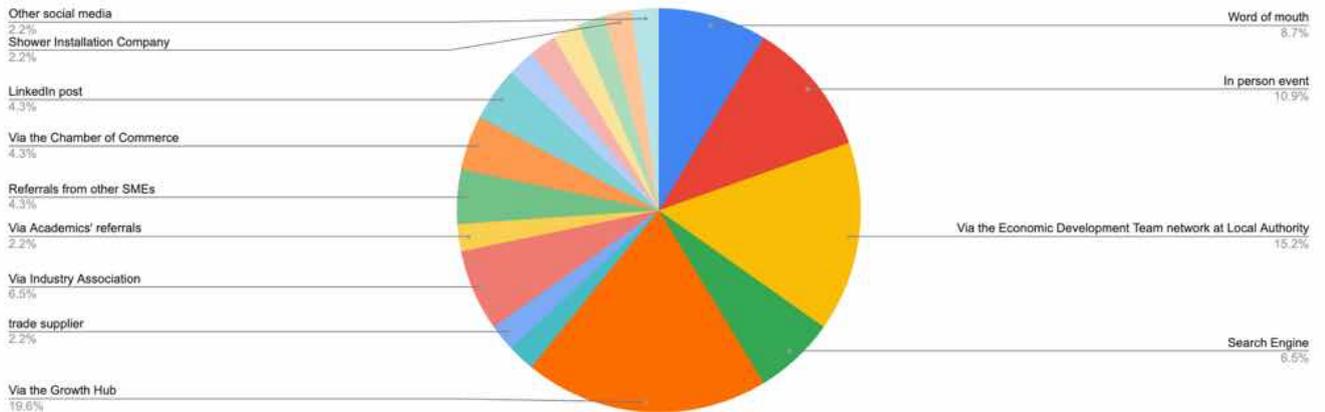


Almost a third (28.3%) of beneficiaries reported having been helped to raise grant funding thanks to the support of EMphasis3 and an additional 30% that are still waiting to hear the outcome, with grants secured ranging from £1,000 to £18,000. This is a great outcome for the programme and shows added value.

3.3.3 Main sources referrals

Figure 16: Main sources of referrals

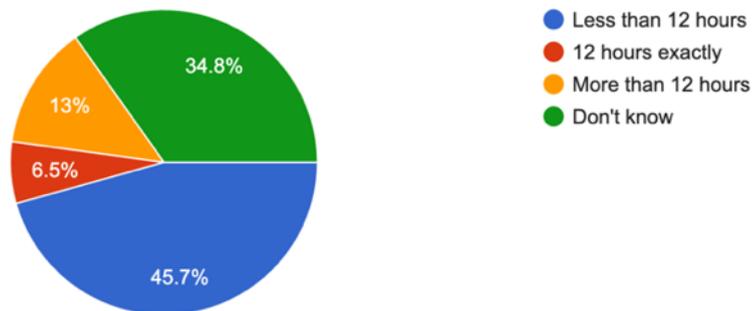
Main sources of referrals



The biggest source of referrals into the EMphasis3 came from the Growth Hub (19.8%), then via the economic development Team network at Local Authority (15.2%) and in-person event (10.9%).

3.3.4 Hours of support

Figure 17: Perception of beneficiaries (closed, closing and currently actively enrolled SMEs) of the hours of support that they have received.

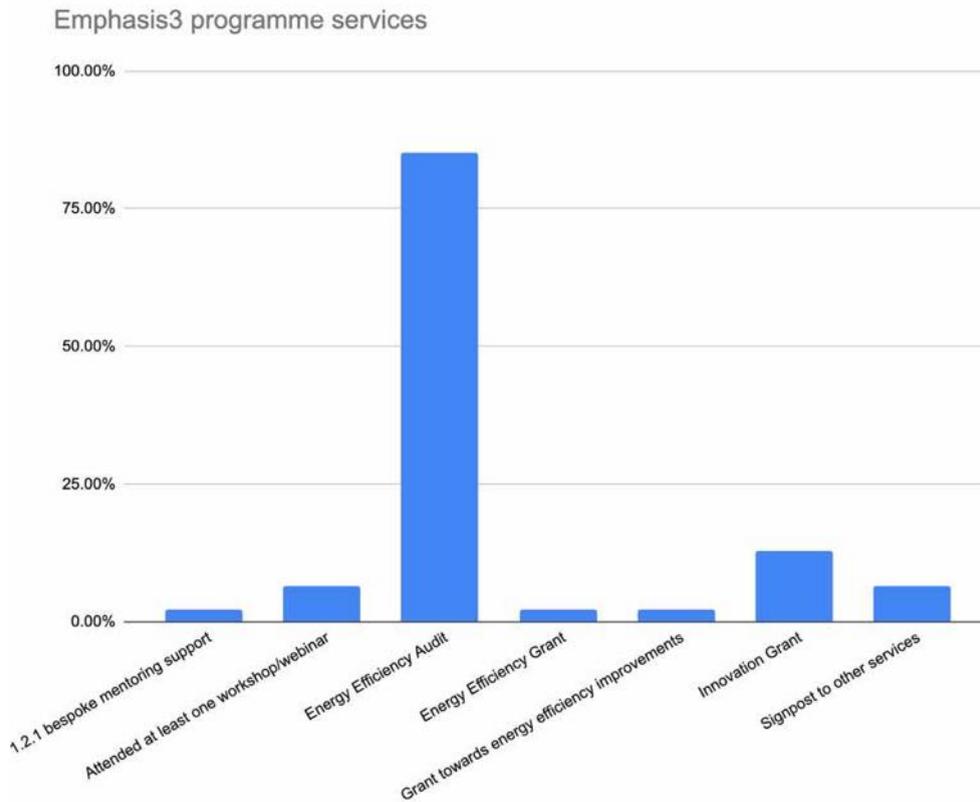


13% of beneficiary survey respondents perceived to have received more than 12 hours of support, whilst 34.8% of beneficiary survey respondents are unaware of how many hours of support they've received. There are still 45.7% of respondents which have received less than 12 hours therefore EMphasis3 has the potential to achieve more C1 if these can be completed in time by programme end.

Finally, the EMphasis3 Team continues to support beneficiaries beyond the minimum 12H which is commendable.

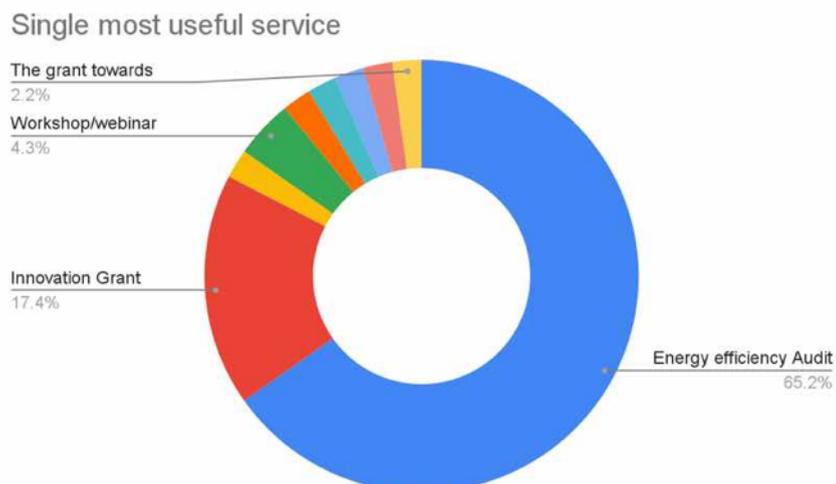
3.3.4 Support received

Figure 18: Range of support received by beneficiaries



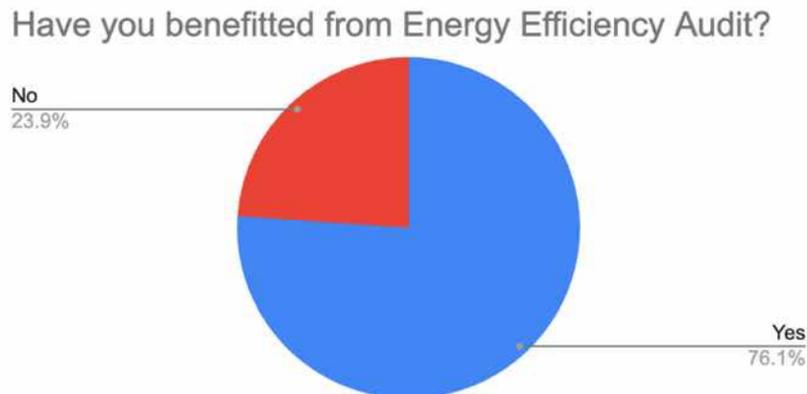
Not surprisingly, the most popular type of support accessed through the EMphasis3 programme is the energy efficiency audit (85.1%), followed by the innovation grant (12.77%), the workshops/webinars (6.39%) and the signpost to other services (6.39%).

Figure 19: Single most useful services rated by beneficiaries



When survey respondents were prompted to select the one single most useful support to them, energy efficiency audit scored the highest with 65.2% followed by the Innovation Grant at 17.4%.

Figure 20: Energy efficiency audit

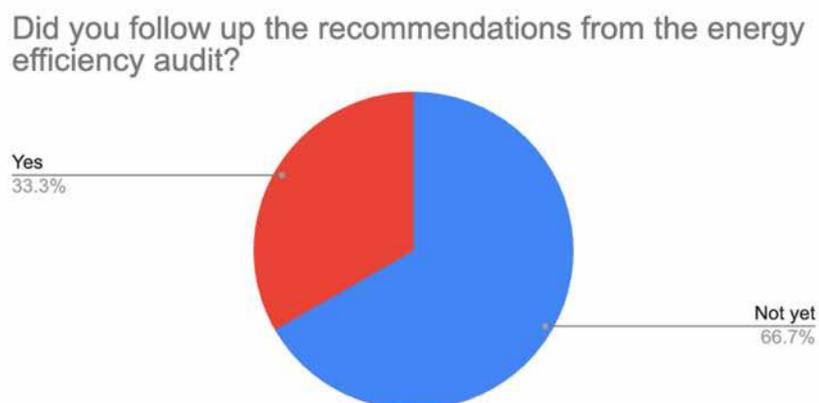


A large majority with 76.1% survey respondents have benefitted from an energy efficiency audit.

When prompted to explain the effectiveness of energy efficiency audits, companies reported:

“Very helpful for short term gains and long-term priorities”, “We did not have previous records for the site but it is clear that savings are being made,” It gave us a basis from which to establish our priorities in carbon reduction’, ‘Some ideas were actioned immediately. The payback period for other ideas was judged too long’, ‘It was effective in helping us determine the best investment and what further we could do after that.’

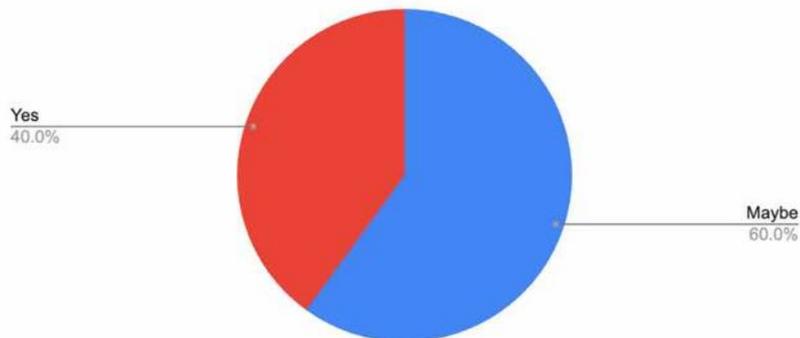
Figure 21: Recommendations from energy efficiency audit



Just over a third of beneficiaries (33.3%) have already followed the recommendations from the energy efficiency audit.

Figure 22: Measures instalment following the energy efficiency audit

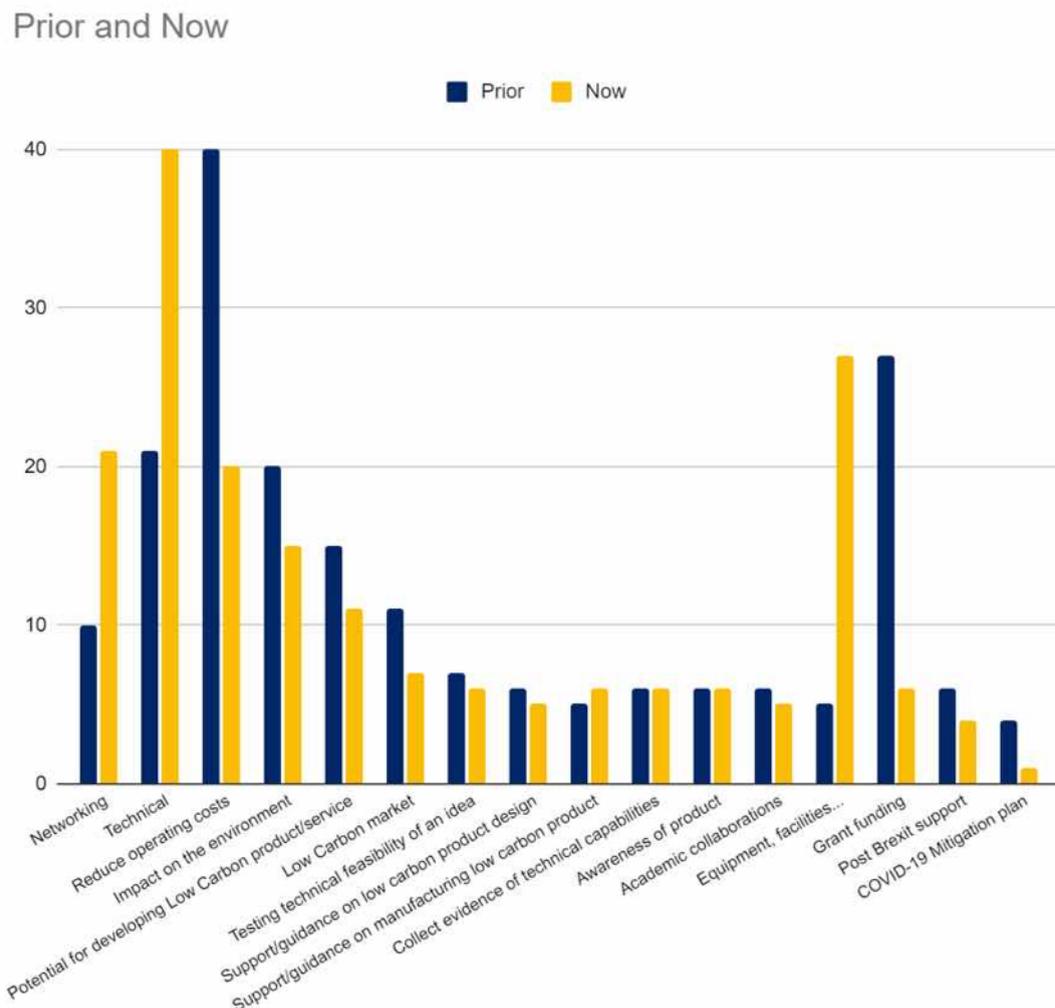
Would you have installed these measures if not for the audit?



60% of beneficiaries are reporting that they may have installed the recommended measures if not for the audit they received through the EMphasis3 programme.

3.3.5 Barriers to innovation

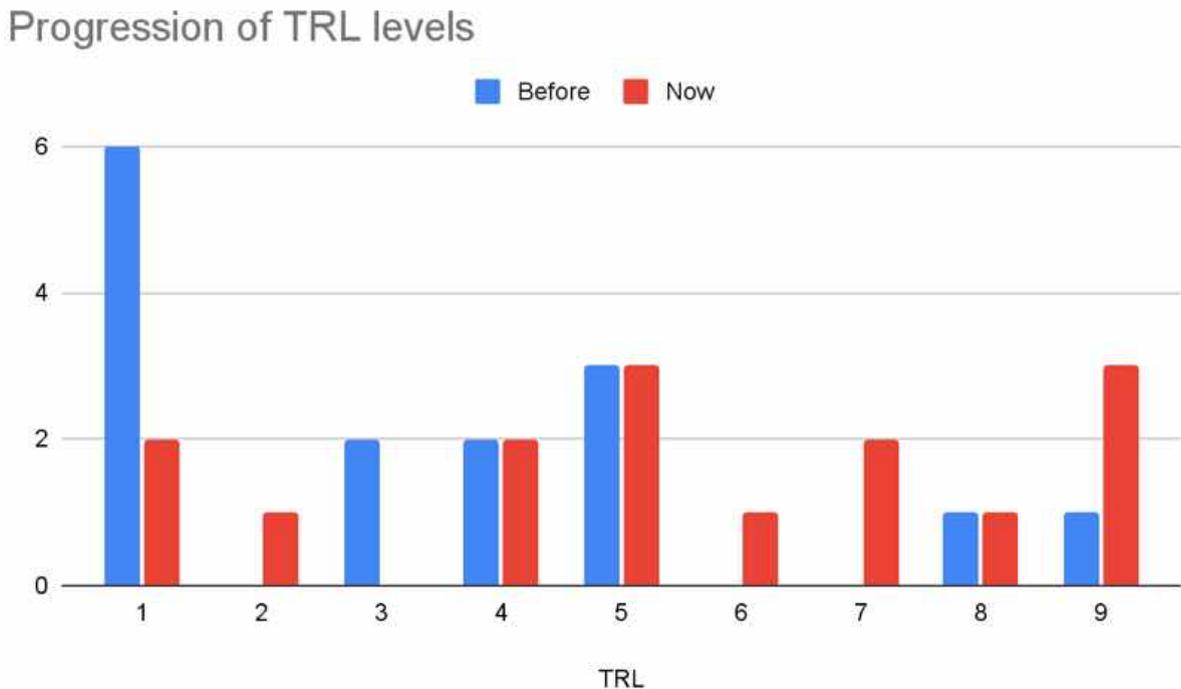
Figure 20: Comparison of beneficiary barriers to innovation prior to engaging with the programme and now



The top four most popular company needs prior to joining the programme were: 1) Reduce operating costs (through improving energy efficiency); 2) Grant Funding; 3) Technical/scientific expertise on Low Carbon solutions and 4) Understanding the impact of your business on the environment. There is a decline seen in most barriers to innovation which is excellent. Some needs have increased following the EMphasis3 intervention on companies wanting to access more technical expertise, support on manufacturing low carbon product design, access to equipment and wishing for some further contacts/networking/introductions.

3.3.6 Product and service market readiness

Figure 21: Progression of TRL levels



32.6% of survey respondents have tried to introduce a new-to-the-firm low carbon product or service.

The survey respondents reported that, on a scale of 1 to 10, their product/service was on average at 3.46 ± 2.61 close to market when they first engaged with EMphasis3. These same products/services are now 5.46 ± 2.74 closer to market.

The average increase of TRL across the survey respondents is **+2** with an attribution to EMphasis3 of 1.20 (=60% due to the EMphasis3 intervention).

This is a commendable jump in TRL for new Low Carbon products & services.

In addition, some survey respondents have now reached TRL level 9.

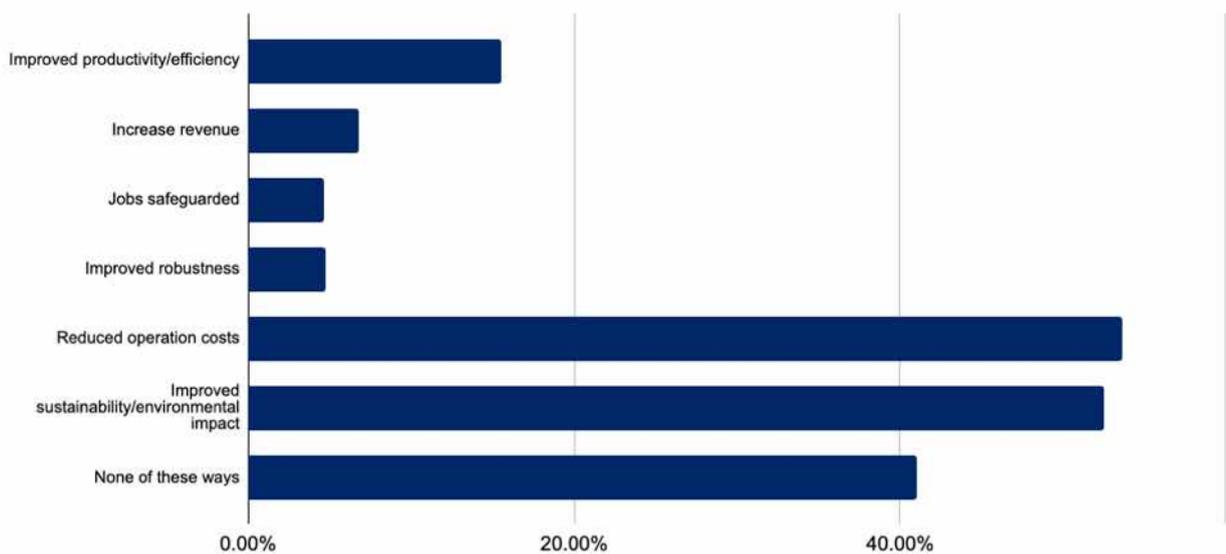
3.3.7 Jobs created and safeguarded

26% of survey respondents created new jobs and 17% safeguarded jobs.

Across all beneficiaries respondents, **25 FTE jobs** have been created across 12 companies and **44 FTE jobs** safeguarded across 8 companies.

3.3.8 Productivity

Figure 22: Impact of EMphasis3 on productivity



15.5 % of survey respondents reported an improvement in productivity.

6.8% of survey respondents reported an increase in revenue.

4.6% of survey respondents reported jobs safeguarded.

4.7% of survey respondents reported improved robustness.

53.6% of survey respondents reported reduced operation costs.

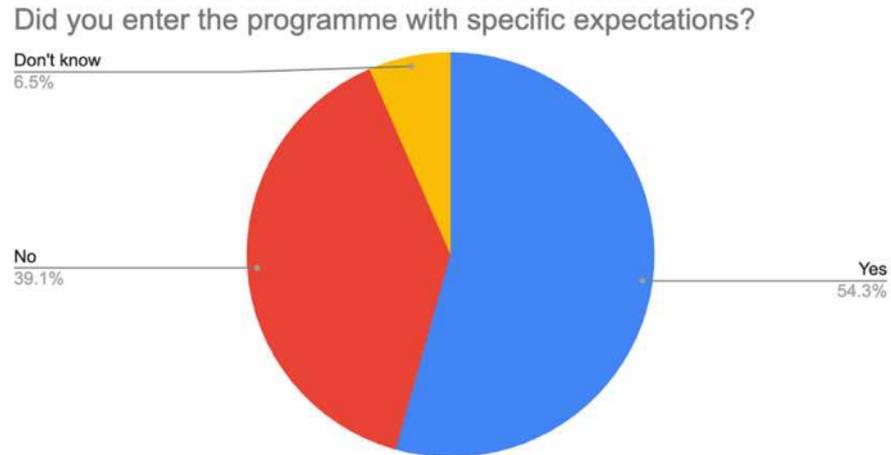
52.5% of survey respondents reported an improved sustainability/environmental impact.

3.3.9 Cooperation with research institution

Only 1 company reported starting a new cooperation with a research institution: Surrey University.

3.3.10 Satisfaction and expectations

Figure 23: Specific expectations



The majority of beneficiaries (54.3%) entered the programme with expectations.

When prompted to explain their expectations while enrolling in EMphasis3, notable answers included:

"To carry out a detailed audit and provide a report that highlighted the ways in which the business could improve its energy efficiency"

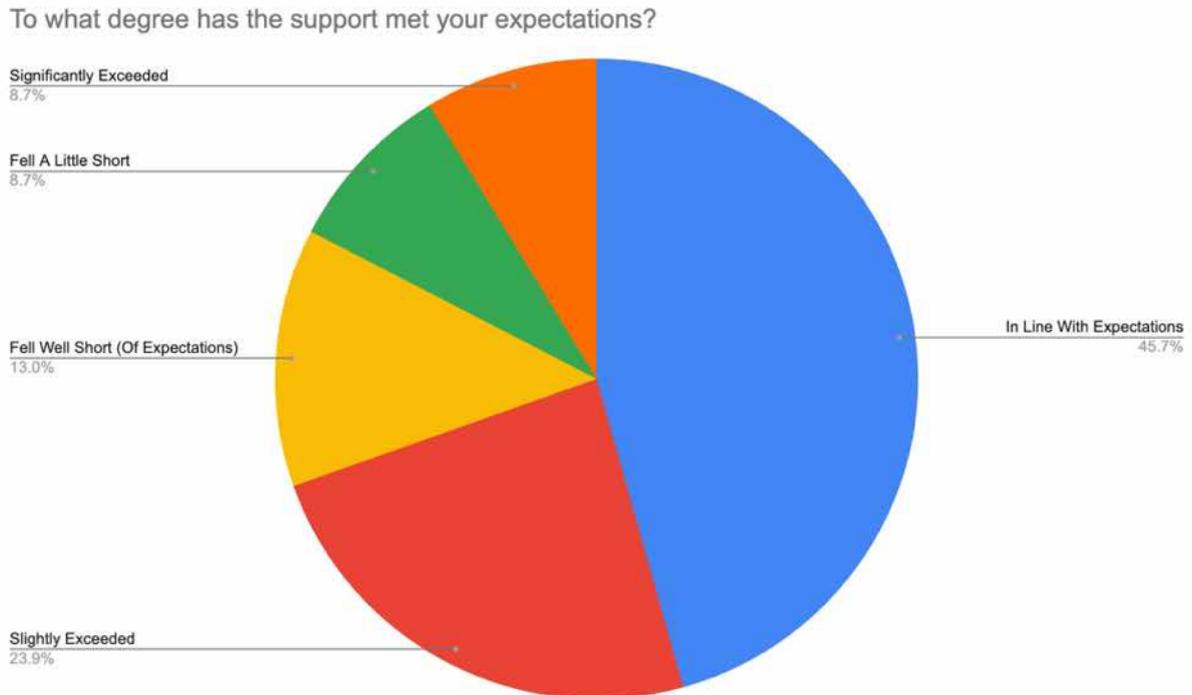
"To provide a clear view of our current position"

"To raise project finance to reduce energy costs"

"ideas to get to net zero"

"To get some clear guidance on what steps to take to reduce our energy usage"

Figure 24: Achievement of beneficiary expectations of the programme



32.6% of survey respondents reported that their expectations were significantly or slightly exceeded with the service they received from EMphasis3. The majority (45.7%) reported that the service provided was in line with expectation. 21.7% of the respondents felt a little or well short of expectations.

When prompted to explain their level of satisfaction in the programme, notable answers included:

“Matthew and the team have been fantastic from first contact through to conclusion”

“I knew Emphasis3 would provide a good service”

“the team have cooperated well & given all the details to allow me to make informed decisions”

“I had quite high expectations of the project and they were met”

“the energy audit allowed us to focus our attention to get best return on investment”

“We broadly knew what was required, but this confirmed our thoughts”

“Energy Audit has helped us to prioritize what we need to do and supports applications for grants”

“The report was more comprehensive than I expected”

“Issues were identified that we had not thought about”

“Fuller information than expected”

“Suggestions given exceeded the level of detail expected”

“The audit provided an independent view on the benefits of investments in energy efficiency measures”

“The project staff were knowledgeable, helpful and professional”

Some suggestions for improvements:

“We didn't get a grant as the grant application progress was hard ”

“More statistical evidence than expected but some figures are not compatible with our understanding”

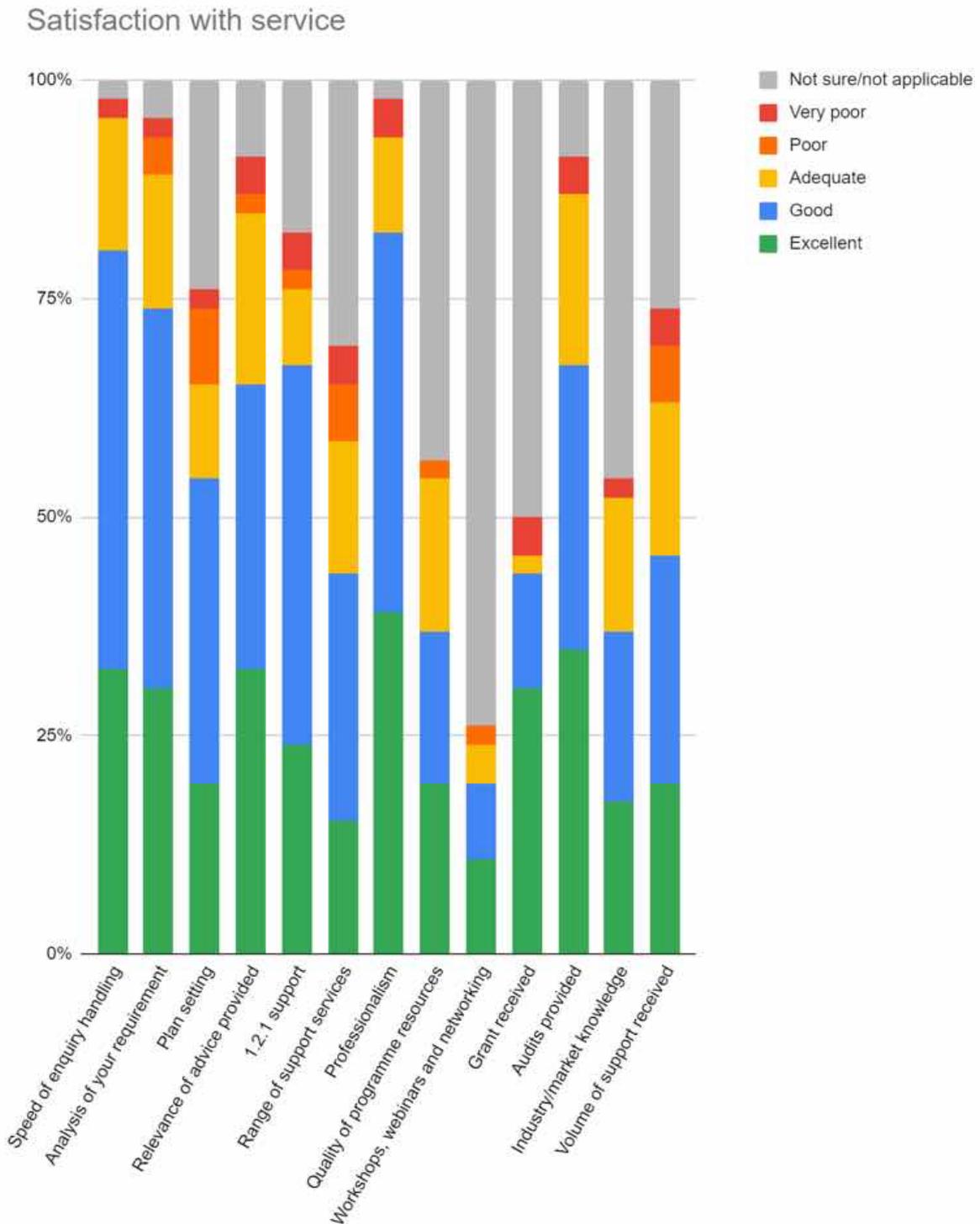
“The energy audit was not as in-depth as expected and generic”

“A more in-depth initial assessment of our needs and situation”

“More face to face support. But this was during the pandemic”

“A physical visit could have been better”

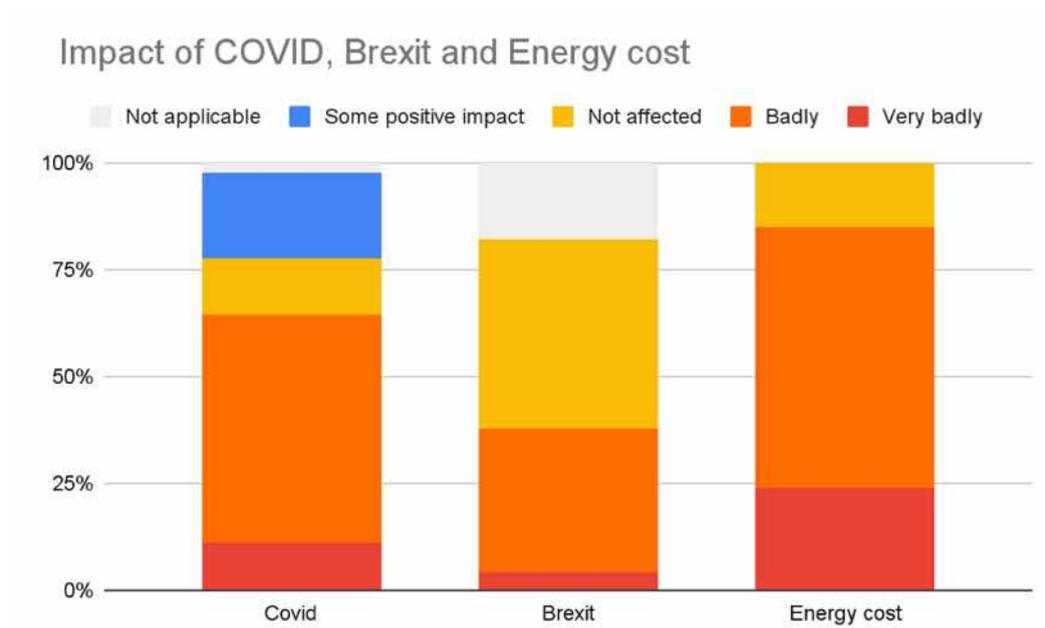
Figure 25: Beneficiary ratings of different aspects of the service



The aspects of EMphasis3 that survey respondents most frequently rated highly were knowledge/expertise of the advisor providing 1.2.1 support, the speed of enquiry handling, the analysis of requirement, the audits provided, and the professionalism of programme staff generally.

3.3.11 Impacts of COVID-19 and BREXIT

Figure 26: Impacts of COVID-19, BREXIT and Energy crisis on EMphasis3



64.44% of companies reported to be badly or very badly affected by the pandemic.
 37.78% of companies reported to be badly or very badly affected by Brexit.
 84.78% of companies reported to be badly or very badly affected by the Energy costs.
 Some positive impacts of COVID were also reported mainly on a move to digitalisation of processes and increase in efficiency.

3.3.12 Future Directions and Themes

Beneficiary survey respondents requested support along the 3 following themes, which are aligned with their future business ambitions.

These themes are listed below from most frequently mentioned to least frequently mentioned:

- 1. Grant Funding**
- 2. Expert and practical advice**
- 3. Dissemination of information relating to available new technologies**

3.4 Case Studies

The following 7 case studies illustrate some of the services delivered to companies through the EMphasis3 programme.

Baltic Safety Products UK: EMphasis3 Case Study

Value statement

The University of Portsmouth, University of Winchester and Greentech South are delivering a three-year programme called EMphasis3 to support growing businesses that have potential to facilitate the move towards a zero-carbon economy. EMphasis3 focuses on reducing CO₂ emissions and offers free energy efficiency audits, energy efficiency grants and innovation grants to its members. Baltic Safety Products UK benefited from its participation in the EMphasis3 project, gaining valuable guidance and a grant to install an energy efficient solar panel system. The support they have received through EMphasis3 has reduced their CO₂ emissions and resulted in energy cost savings.

Challenge addressed

Baltic Safety Products UK are manufacturers and retailers of life jackets and products for safety on water, they are based in Hamble. The company was seeking support to reduce their CO₂ emissions, specifically to install a renewable energy source for their headquarters.



Role that EMphasis3 played

Baltic Safety Products UK received an energy efficiency survey from the EMphasis3 team and following this were supported to apply for and were awarded a grant to upgrade their solar panel system to a more energy efficient system consisting of more solar panels. This has meant that the company now has greener energy efficiency and energy cost savings. In addition, Baltic Safety Products UK was introduced to the Eastleigh Borough Council economic development team and University of Portsmouth which has resulted in successful networking opportunities for Baltic Safety Products UK.

Testimonials

“EMphasis3 and Eastleigh Borough Council have been fantastic in helping us achieve our goal of reducing our CO₂ impact. From the beginning contact and approach, through to knowledge and help given, we successfully had 32 Solar Panels installed on our warehouse. To date we have seen the benefit both financially but also in our reduced CO₂ levels, with 190 kg of CO₂ reduced from our emissions in only 5 weeks.” (Ian Clark, Managing Director - Baltic Safety Products UK)

EMphasis3

The EMphasis3 CO₂ Reductions Programme is a part-ERDF funded initiative established to support the shift towards a low carbon economy. It combines the expertise and experience of University of Portsmouth, the University of Winchester and the cleantech cluster, Greentech South.



The Werks Group: EMphasis3 Case Study

Value statement

The University of Portsmouth, University of Winchester and Greentech South are delivering the three-year green business support programme called EMphasis3. Support is delivered to growing businesses that have potential to facilitate the move towards a zero carbon economy. EMphasis3 focuses on reducing CO₂ emissions and offers free energy efficiency audits, energy efficiency grants and innovation grants to its members. The Werks Group benefited from its participation in the EMphasis3 project, through both a grant award and CO₂ reduction expertise advice. The support they received contributed to the green retrofit of a new office space facility.



Challenge addressed

The Werks Group supports freelance, SME and entrepreneurs with high-end office space, maker spaces and co-working facilities for creative individuals and local businesses across the city of Brighton, Hove and Lewes. During the Covid-19 pandemic there was a decrease in the use of shared office spaces, which posed a challenge for The Werks Group, however post-lockdown companies are returning and requesting the hire of services that The Werks Group offer. The company was seeking financial and technical support with their plans to retrofit an old building to create a new and green customer office space facility for their clients.

Role that EMphasis3 played

EMphasis3 awarded The Werks Group a grant to enable them to refurbish a project in Lewis ensuring that their retrofit had low energy features. Through EMphasis3 expertise advice The Werks Group have achieved savings on their outgoings due to the reduction in their energy use in their newly created space. The company also reported that they have reduced their energy consumption by 57%.

Testimonials

“When we needed advice and support for environmental improvements to a Grade 2 derelict building we were refurbishing, EMphasis3 gave us a lot of help and support. Their service was prompt and effective and we wouldn't have completed the project and made energy savings without their input.” (Ian Elwick, Director - The Werks Group)

EMphasis3

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Quattro Foods: EMphasis3 Case Study

Value statement

The University of Portsmouth, University of Winchester and Greentech South are delivering a three-year programme called EMphasis3 to support growing businesses that have potential to facilitate the move towards a zero-carbon economy. EMphasis3 focuses on reducing CO₂ emissions and offers free energy efficiency audits, energy efficiency grants and innovation grants to its members. Quattro Foods benefited from its participation in the EMphasis3 programme through the award of a grant that enabled them to make huge energy saving modifications to its manufacturing buildings and in turn significantly reduce their CO₂ emissions.

Challenge Addressed

Quattro Foods is a food manufacturing service based in Portsmouth and produces bespoke food products for hospitality, education, and NHS sectors. The business was seeking support in the form of grant funding to advance their carbon reduction and energy efficiency plans.



Role that EMphasis3 Played

Quattro Foods was awarded a grant through the EMphasis3 programme to replace their previously highly energy consumptive extractor fans, with specialist more efficient extractor fans that have significantly reduced their energy consumption and consequently reduced CO₂ emissions from their manufacturing building. The installation of the new fans has meant that Quattro Foods has considerably reduced its expenditure on energy. In addition, through taking part in EMphasis3, Quattro Foods has been successfully signposted to other grant services which have further contributed to the reduction of their energy consumption and CO₂ emissions.

Testimonials

“Without the assistance and support offered by EMphasis3’s grant funding, we would not only have struggled to carry out the extraction adaptation works so quickly, which immediately resulted in lowering our CO₂ emissions, we would have been facing continuing soaring energy costs. These works were necessary and beneficial. We’re delighted to have been successful with our application and would highly recommend working with Emphasis; this level of support for SMEs is much needed and appreciated.” (Sam Brower, Managing Director - Quattro Foods)



EMphasis3

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Royal Yachting Association: EMphasis3 Case Study

Value statement

The University of Portsmouth, University of Winchester and Greentech South are delivering a three-year programme called EMphasis3 to support growing businesses that have potential to facilitate the move towards a zero-carbon economy. EMphasis3 focuses on reducing CO₂ emissions and offers free energy efficiency audits, energy efficiency grants and innovation grants to its members. The Royal Yachting Association benefited from its participation in the EMphasis3 programme, resulting in significant CO₂ reducing interventions following an energy efficiency audit. Taking part in EMphasis3 has supported the Royal Yachting Association in moving towards its carbon zero target.

Challenge addressed

The Royal Yachting Association (RYA) is the national governing body for dinghy, yacht and motor cruising, all forms of sail racing, RIBs and sports boats, windsurfing and personal watercraft. The RYA has committed to a sustainability path of reaching net zero by 2040 through its involvement with the UN Sports for Climate Action Framework. The organisation was seeking support with an energy efficiency audit for their head office buildings in Hamble and the hotel unit used by the highly successful British Olympic Sailing team in Portland.



Role that EMphasis3 Played

The EMphasis3 programme conducted an energy efficiency audit of the buildings and produced a report with recommendations for action. The programme also provided the RYA with grant funding to support one of the recommended energy-saving upgrades to their buildings, a switch to LED lighting. In addition, the audit report from EMphasis3 supported the RYA in being awarded a grant from Eastleigh Borough Council to part fund the further reduction of CO₂ emissions through the recommended installation of solar panels.

Testimonials

“EMphasis3 has provided the RYA with excellent support at the start of our net zero transition through independently advising on the best options to reduce the impact of our buildings. The report has also supported further grants and investment by the organisation in efficient LED lighting and renewable energy systems. We have been impressed with the quality of the advice received, and the support given when applying for the funding.”

Phil Horton, Sustainability Manager - Royal Yachting Association)

EMphasis3

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SCRUBSUPSUPPLY: EMphasis3 Case Study

Value statement

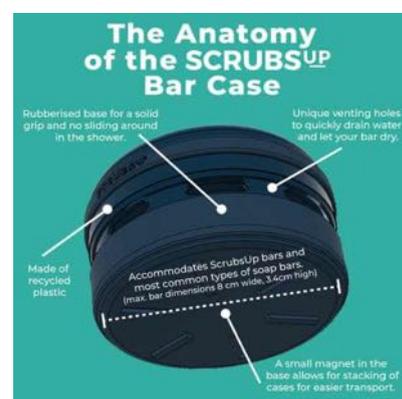
The University of Portsmouth, University of Winchester and Greentech South are delivering a programme called EMphasis3 to support growing businesses that have potential to facilitate the move towards a zero-carbon economy. EMphasis3 focuses on reducing CO₂ emissions and offers free energy efficiency audits, energy efficiency grants and innovation grants to its members. SCRUBSUPSUPPLY benefited from its participation in the EMphasis3 programme, gaining a grant and attending a marketing course that has been extremely helpful to help launch their sustainable, solid shampoo and innovative travel case onto the market. In their first month of sales, they got 1778 customers equating to 4064 cases sold and 4041 bars sold. This is estimated to have replaced 8082 single use plastic bottles (485 Kg), mitigated 452.59 kg of CO₂ emissions, and recycled 337 kg of plastic. Over the course of the next year, ScrubsUp estimates that their current users could save up to 10,143 kg of CO₂ and 48768 single use plastic bottles (2926.08 kg).

Challenge addressed

Before joining EMphasis3, the SCRUBSUPSUPPLY team had an idea to create a sustainable, reusable and travel-size alternative to shampoo and conditioner stored in bottles. The SCRUBSUPSUPPLY team were looking for money and expertise to plan and run a launch and marketing campaign as well as cover some initial production costs.

Innovation

SCRUBSUP is a solid shampoo bar that is accompanied with an innovative case for storage, draining and easy transport. The case is made of recycled plastic, designed with draining holes to prevent the shampoo bar from dissolving or turning mushy, and is equipped with a rubberised base to grip onto a shower base/rack.



Role that EMphasis3 played

EMphasis3 awarded SCRUBSUPSUPPLY with a £17,500 grant which enabled them to set up a local supply chain (aligning with their eco-friendly business values) and make the team feel more confident in the product launch. If SCRUBSUP had used solely their own money they would've had to delay the launch until they'd saved enough money, consider using a cheaper supply chain route e.g. China, and been more hesitant in their marketing approach. SCRUBSUPSUPPLY are now proud to say that the majority of the company's operations take place in the South West of England.

Testimonials

"The EMphasis3 team was incredibly responsive and available and the grant has been indispensable. I believe that this grant is much more achievable for SMEs than other standard ones out there like Innovate UK."

– David Littlejohn-Carillo (Founder)

EMphasis3

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SCRUBSUP
EST. 2020

Bow Tie Construction: EMphasis3 Case Study

Value statement

The University of Portsmouth, University of Winchester and Greentech South are delivering a three-year programme called EMphasis3 to support growing businesses that have potential to facilitate the move towards a zero-carbon economy. EMphasis3 focuses on reducing CO₂ emissions and offers free energy efficiency audits, energy efficiency grants and innovation grants to its members. *Bow Tie Construction* benefited from its participation in the EMphasis3 project, winning a carbon reduction grant to purchase two electric vehicles. This money has strengthened the company's brand and reputation, and enabled the company to operate more environmentally friendly.

Challenge addressed

Before joining the EMphasis3 programme, Bow Tie Construction were looking for low-carbon oriented funding to help their business grow as they were restricted by limited capital. They were also seeking funding to help their employees work in line with their green business values.

Innovation

Bow Tie Construction is London's leading residential contractor for designing and building eco-friendly houses. They work on new builds and deep retrofits in line with "Passivhaus" standards. These standards include triple-glazed windows, an off-grid renewable energy supply, and an extremely efficient heat recovery/retention system. As a result, all surfaces within a "Passivhaus" remain above 17° Celsius without any input from the heating system preventing damp, condensation and mould.



Role that EMphasis3 played

EMphasis3 gave Bow Tie Construction a grant of £11492.54 to purchase two electric vehicles that will enable the team to deliver tools and travel to project sites in an environmentally friendly way. One of the electric vehicles is a 5-seater that is extremely rare yet sought after in the UK so they feel very privileged to have one, especially one with vehicle branding. These eye-catching vehicles have helped boost the company brand and strengthen their reputation as an environmentally-conscious company.

Testimonials

"Matt Pullinger in particular was very helpful and the team as a whole were highly supportive and responsive. – Hagop Matossian (Innovation Director)



BOW TIE CONSTRUCTION

EMphasis3

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Airhead: EMphasis3 Case Study

Value statement

The University of Portsmouth, University of Winchester and Greentech South are delivering a programme called EMphasis3 to support growing businesses that have the potential to help the UK transition towards a zero-carbon economy. EMphasis3 focuses on reducing CO₂ emissions and offers free energy efficiency audits, energy efficiency grants and innovation grants to its members. *Airhead* benefited hugely from its participation in the EMphasis3 programme, winning a grant and gaining a wealth of academic contacts. The support they received contributed to them finalising the second half of development for their innovative air pollution mask.

Challenge addressed

Before joining the EMphasis3 programme, *Airhead* were seeking funding to continue conducting R&D activities for their mask. They had just set up a Kickstarter page to raise £30,000 through crowdfunding and this campaign was extremely successful. They received an influx of pledges, hit their target in just 4 hours and finished the campaign in the top 0.5% of all time most funded Kickstarter projects. As a result, they were eager to finalise the design and manufacture the mask as soon as possible and needed more money to do so.



Innovation

Airhead are developing a patent-pending innovative pollution mask that is durable, comfortable, stylish and effective at moving hot air away from the face and removing harmful gases, particulates and bacteria. The mask is designed with cyclists and runners in mind, with backward-facing valves to keep your face cool and comfortable ear loops to keep the mask snug and evenly weight distributed. Studies show the primary driver for the effectiveness of a mask is its fit. The *Airhead* mask is equipped with an airtight seal so that it fits your face perfectly, even during exercise, to maximise filtration efficiency and prevent air leakage out the sides.

Role that EMphasis3 played

EMphasis3 awarded *Airhead* with a £25,000 grant. This was instrumental to finalising R&D for their innovative air pollution mask and was used to fund design, prototyping and testing services from local, UK-based companies. EMphasis3 also introduced *Airhead* to academics at the University of Brighton and the University of Portsmouth, and invited *Airhead* to present at an Expo. Gaining access to clinicians and being given the opportunity to present has been brilliant for the brand and the company's reputation.



Testimonial

"The EMphasis3 programme has been an incredible support for the business and we have thoroughly enjoyed working with the team at Portsmouth University, they couldn't have been more helpful." – Alex Smith (Co-Founder)



EMphasis3

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3.5 Feedback from Management and Delivery Team

The workshop with the Programme lead partner, University of Portsmouth and delivery partners, took place on 20th March 2023.

In attendance from Management Team and delivery partners were:

- Pam Jones, Regional Development Manager (seeing through all of the University's ERDF projects from start to finish)
- Louise Pulley, ERDF Programme Manager (Focus on attention to detail, overseeing claims and project administration, budget monitoring and reporting)
- Richard Hall (Focus of business development for EMphasis3)
- David Hutchinson (Faculty of Technology academic staff. Principal Investigator for EMphasis3)
- John Richardson (University of Winchester. Working closely with Matt Pullinger on the grant process)

Following is a summary of the EMphasis3 programme gained in this workshop.

1. To what extent does EMphasis3's rationale remain valid?

“Support the shift towards a low carbon economy in the Enterprise M3 area by promoting energy efficiency and renewable energy use in SMEs and promoting research and innovation in, and adoption of, low carbon technologies.”

The programme management team felt that the rationale is still highly relevant. Although the UK hosted COP 26 and that COP 27 has also taken place, the target to reach net zero is more urgent than ever with limited time to act. The team found that it has been difficult to recruit businesses onto the programme but since the cost of living crisis the need to reduce energy costs has increased interest in the programme with the bonus of carbon reductions. This was not anticipated when the programme was created.

2. What was the economic and policy context at the time EMphasis3 was designed?

At the time of the design of EMphasis3 there was a legislative requirement in UK law to reduce carbon emissions. At that time, the context was that LEPs were operating with more funding, the Managing Authority department has since changed but the policy is still relevant.

3. What are the needs/market failures being met by EMphasis3?

The programme management team felt that the recent rising cost of energy has sharpened some minds in SMEs. Although COVID had an impact on SMEs' security to invest in R & D for innovation and six years of structural changes since the programme was designed, the challenges are much the same with the same needs and same urgency.

The market failure around low carbon innovations has also been impacted by a challenging market to develop. There is a lack of incentive and lack of regulatory appetite to reward companies that innovate for carbon reduction. The programme management team believes that there are still SMEs out there who are driven by a set of values to innovate for carbon reduction but many are motivated to innovate to generate money. After such challenging times for businesses, cost saving appears to be a strong driver. They have noted more recently that SMEs are looking for minor tweaks to save money and reduce energy costs.

Also, since the programme launched the national grid has increased its renewable energy input which has reduced the measurables of each carbon reducing innovation. Also, the ERDF process made it difficult to get some innovative solutions through the process.

The programme has achieved a lot but there is still a mountain to climb to reach net zero.

4. How have project management, internal communication, data collection and recording, governance, administration and financial management been? How has it been liaising with DLUCH?

The Programme management team has experienced three Contract Managers at DLUCH and these changes were not always well communicated. During COVID, their Contract Managers were diverted to work in the COVID team. There was a lack of consistency with each new Contract Manager requesting different things and interpreting the ERDF guidance differently. They also had a long delay with getting hourly rates approved. They meet online with their Contract Manager every two weeks to keep the lines of communications open. They also experienced difficulty with written approval and guidance with queries.

Regarding the claims, for financial management the programme has never caught up with the claims due to delays on the DLUCH side with regularly being six months behind and sometimes up to twelve months behind so the financial management of the programme has been a challenge.

5. How effective have marketing, communication and networking activities been for raising awareness of project activities and achievements? How has the carbon calculator helped?

The Programme management team have recently recruited a marketing company to give them one final push to recruit SMEs onto the programme. The marketing company suggested a different angle of focus from carbon reduction as the main focus to energy cost savings instead. They are also creating a new landing page for EMphasis3 and working to improve their Google rankings. They have noticed an increase in new enquiries in just one week. The team have been very dynamic and active with lots of communications over the life of the programme. They have pivoted to achieve recruitment from different audiences in different ways. It has been very complex. The carbon reduction landscape has been confusing for SMEs with other carbon reducing ERDF funded programmes open at the same time along with other Government and third party initiatives. There is no one single point of contact for carbon reduction for SMEs and the Carbon Trust is still around but with less funding.

The Programme management team felt that the carbon calculator was not helpful and had technical glitches so they could not trust it to be accurate. Also, as there are many different carbon calculators around, this causes confusion. They have developed, with other partners, a net zero 360 seeking to help SMEs get scope 1, 2 & 3 emissions. Scope 3 can be the biggest source of carbon emissions within the supply chain and some carbon calculators only include scope 1 and scope 2.

6. How has the grant funding process (reviewing, marking, interviews etc) worked? Has there been any improvement in learning or adjustments made?

The Programme management team felt that the R & D side of the grants went really well with about a 90% success rate. They worked with their SMEs to prepare them and had two interns helping them with this. Louise Pulley and Matt Pullinger worked hard to prepare the SMEs for the ERDF elements of the grant application around procurement compliance etc. They had a strong, independent panel and were grateful to their stakeholders from LEPs and academia who sat on the panel. John Richardson at the University of Winchester provided impartial reviews and free evaluation work which they used as a sanity check with SMEs to add value for SMEs and provide learning. They refined the process with adaptations to continuously improve the experience for SMEs. They had a robust process which they would be happy to emulate if they ran a future grant scheme. They attempted to make the process as lean as possible to reduce the administrative burden for SMEs.

7. How has the energy efficiency audit process worked? Has there been any improvement in learning or adjustment made?

The Programme management team explained that the programme was designed for the SME to have the energy efficiency audit first which would then lead onto a grant application. In reality, due to the COVID pandemic lockdowns, most of the energy efficiency audits were pushed towards the end of the programme so some SMEs had their grants before their audits. They also changed the name to energy efficiency surveys as they felt that the word “survey” sounded more helpful than the word “audit”. They procured a third party, well experienced organisation to carry out the energy efficiency surveys. These were designed to be in person, on-site visits with deep dives into energy usage and efficiencies but during COVID lockdowns they had to adjust and some elements were via bespoke emails. They had to agree with the Managing Authority to recognise these emails as part of the energy audit. The process was very robust and SMEs got a lot from the process. It was a testament that the Programme team tried to help, especially during the COVID lockdown periods.

8. Are there any observations about the project being delivered out of the Portsmouth area with regional/national reach?

The Programme management team felt that with their networks, they extended the programme well across the region and were geographically widespread. Enterprise M3 LEP identified a need in their area and they were helpful, communicated and marketed the programme with their networks but over time positions have disappeared in the LEP so they reached out themselves and nearer to the end of the project, they cast their net wider. They also worked well with the

Surrey Energy Partnership, therefore they felt that being located in Portsmouth was not a disadvantage.

9. What are your reflections on the value of partner capabilities and infrastructure e.g academic facilities, links to ecosystems etc.

The Programme management team explained that the partnership with the University of Winchester worked well. The University of Winchester had a very specific role for a very specific job and they delivered that element well.

10. Have you noticed any difference in services delivered to individuals, young SMEs vs more established SMEs?

The Programme management team noticed that more established SMEs tended to have more staff and they had more processes where they wanted to save money but there was no difference between new and established SMEs on the R & D side. Entrepreneurs and pre start-ups were not eligible to join the programme.

11. How did you address the horizontal and cross-cutting themes of ERDF in your delivery/implementation? (e.g. environmental, equal access and diversity)

The Programme management team explained that they have an EDI standing item on every agenda and have a lead at the University to confirm their own robust policies. They have specialists who help them monitor their EDI and they have anonymous recruitment processes to avoid any bias. They worked hard to practice what they preached and ensured they followed their own environmental protocols for Programme management and recruitment processes.

12. How were procurement activities delivered?

The Programme management team explained that they had their own procurement team at the University who were very busy with a dedicated procurement lead for EMphasis3. Guidance from their procurement team ensured they were compliant across all their ERDF funded projects. They attempted to not use just one supplier but had the ethos of looking for sustainable businesses who provided the best value for money and included new suppliers.

13. What are your observations related to the project targets? Please comment on geographic spread, beneficiary profile, timings (staff availability), impacts expected.

The Programme management team explained that they would have reached their CO2 reduction target if the conversion figures had not changed over the delivery period due to more renewable energy creation in the national grid. They have already achieved many of their targets and over achieved some of them.

14. What are your reflections on the partnership? How effective has partnership working been?

The Programme management team explained that the partnership with the University of Winchester went very well and has been very effective.

15. How effective has beneficiary recruitment been? What and who have been the major referral channels? Have there been any non-target beneficiaries (non-Medtech)?

The Programme management team felt that the beneficiary recruitment was effective but it was a challenge. About 1 in 3 beneficiaries achieved the full 12 hours of assistance but many had less and could not be counted as outputs. They marketed to their existing networks and many SMEs came to them on recommendations.

16. How are project activities perceived by beneficiaries? What are the criteria and procedures to ensure EMphasis3 focuses on the right beneficiaries?

The Programme management team felt that beneficiaries had a good perception of the programme's activities, especially the grants and that feedback from the grants panels were helpful. They felt that they had been a very responsive team and had provided massive awareness raising on innovation. They ensured that they marketed as openly as possible to eligible SMEs in England, tailoring their support to the business need. The team decided on the most appropriate support for each SMEs with due diligence. The energy efficiency surveys were also well perceived. A few SMEs were turned down by the panel but that was all part of the robust process.

17. How has EMphasis3 benefitted from and in turn benefitted University of Portsmouth's other projects (LCS, SIGHT etc)?

The Programme management team explained that they had referrals between their other ERDF projects such as SIGHT and Low Carbon Solent (LCS). They have shared best practice across all three projects and provided some staff for SIGHT. They have also recommended that some SMEs look at the UK Smart Grants as well. They suggested that the SIGHT project manager attended their EMphasis3 panel and vice versa. They have also referred SMEs to the LoCASE project as well.

18. How is the project perceived by wider stakeholders? Has EMphasis3 benefitted from other projects delivered in the area? Has the project contributed/enhanced other initiatives in the area?

The Programme management team felt that it has been well perceived by wider stakeholders and explained that they have referred some SMEs to the LoCASE project. Also, one of their beneficiaries, Absolar Support, became part of the Switched on Portsmouth scheme and their beneficiary enhanced it.

19. How has COVID-19, Brexit and the Energy crisis impacted on the delivery of EMphasis3? What have been the mitigation plans if applicable.

The Programme management team felt that the COVID pandemic had a huge impact on the programme and they adapted to online working quickly. The pandemic brought many challenges including the delay in the energy efficiency surveys as noted earlier. The positive from COVID was the move to more online working practices.

They felt that Brexit was painful with the uncertainty and the end of the EU funding. They have had supply chain issues for some of their beneficiaries which is impacting their ability to complete the work for the grants on time. They have therefore introduced new, interim claims where possible and have been flexible in their approach with their grant recipients.

The energy and cost of living crisis has provided a new driver for SMEs looking to reduce their energy costs so EMphasis3 is a good opportunity for them.

20. How well is the delivery model working from sourcing companies to delivering business services?

a) What has worked well overall? What have the successes been? Where is there transferable good practice?

The Programme management team felt that they had a good structure with the energy efficiency surveys and that they have worked very well. They have had a quick response with their grants which has been well received. They felt that everything that they have achieved is transferable good practice. Matt Pullinger and Louise Pulley have combined the Programme Management role which has worked well and brought two different sets of capabilities and perspectives to the Programme. Matt was focused on the business engagement elements whilst Louise brought attention to detail and administrative focus and background. They initially had a fractional FTE Programme Manager for the EMphasis3 programme but soon realised that the role was central to the Programme and they learnt from that. Richard Hall retired during the programme but decided to return to add his expertise to help boost the business development and recruitment process. They recognise the huge talent and ability they have within their team and that they have all attacked the programme with a genuine desire to support SMEs.

b) What barriers and constraints do you feel the project has faced? How were they overcome? How well did this go?

The Programme management team felt that one barrier was not being able to include email work with SME beneficiaries so they had to ring the SME to talk them through the feedback/support to ensure that the hours counted for ERDF claims purposes. Another constraint as the programme draws to a close is that many of the staff are on fixed term contracts with insecurity in their posts. They are eligible to go into their internal recruitment scheme 3 months before the end of their contracts to retain their salary which means that if suitable roles become available, their experienced staff may move across to new roles before the end of the programme. They are mitigating this by recruiting some casual employees who can be drafted in on very short term contracts as a buffer, if required.

21. What are your recommendations for the legacy of the project?

The Programme management team felt that the legacy of learning, as they move out of EU funding, is to be able to support a business across a whole spectrum of their needs from R & D, innovation and business growth support, would be very valuable. They would also like to see future projects that enable them to utilize and include their own undergraduates. They will do what they can to highlight the successes of the programme but once the staff have gone on to new roles, it will be difficult to do that. There will be a lot of lost learning and experience. They felt that they have helped many individual SMEs towards net zero but that they have not really helped the country but there are so many competing priorities for SMEs and government at the moment.

3.6 Feedback from Wider Stakeholders

6 wider stakeholders interviews took place with:

- Don Spalinger, PDT International,
- Natalie Wigman, Eastleigh Borough Council,
- Andy Stanford-Clark, IBM Quantum Ambassador,
- Kim Pellet, Portsmouth City Council,
- Paula Richardson, Innovate UK Edge,
- Camilla Sharp, Eastleigh Borough Council.

3.6.1 Cross-referrals and the wider innovation ecosystem

EMphasis3 is receiving good referrals from the Growth Hub through Enterprise M3 LEP. Dr David Hutchinson has also been sitting on the Clean Growth Forum at EM3 LEP level.

For some beneficiaries of EMphasis3, it acted as a springboard and helped them secure FSE funding and other national funds. There is a plethora of funding available on that topic at local, regional and national levels with some risk of duplication especially with the LOCASE ERDF project.

There are other ERDF Low Carbon projects delivered elsewhere in the country and there are some opportunities for a partnership approach.

Oxford Innovation is also referring and signposting companies into the EMphasis3 programme.

3.6.2 Process

What has worked well?

The grant funding panel has been very well organised and praised by all stakeholders involved.

The diverse representation of panelists is seen as very appropriate with a good range of projects coming through from technology to sustainability innovation. For example, a grant was awarded to a company who is developing a biodegradable Babycup product.

The independent review provided by the University of Winchester ahead of every grant panel meeting has been invaluable. The panel has been meeting monthly for ½ day to assess two to three companies each time until all funding has been allocated.

What could be improved?

Simplifying the ERDF administration requirement in terms of reporting; even if some of this has been made transparent to beneficiaries, it was still onerous.

4 PROJECT CONTEXT, RELEVANCE AND CONSISTENCY

- **What was the project seeking to do?**

EMphasis3 is a targeted business support programme that is focused on accelerating the creation, commercialization and uptake of low carbon technologies across England with a focus on the EM3 LEP area. The programme had an initial target of engaging with 200 SMEs (increased to 205 SMEs after PCR) to enable them to make energy saving and reduce their carbon footprint.

The Programme was structured around 2 work packages:

- *Energy efficiency audits* for SMEs to identify the opportunity for energy savings and CO2 reduction
- *Innovation audits* with a dedicated Low Carbon Technical Specialist.

The R&D grants operated on a 36/64 top slicing model with individual grants ranging from £1,000 to £25,000.

The programme aimed to support companies with a TRL of 4/5/6/ and take them to TRL 7/8/9/10 (commercialisation).

The grants panel included representatives from industry, the University of Portsmouth and the University of Winchester.

An online platform was created with a CO2 tracker available to SMEs. The reduction in GHG (C34 output) was expected to be 2,000 tonnes after 12 months of programme closure.

- **What was the economic and policy context at the time that the project was designed?**

As a baseline, the programme mentioned that the Future South Group had commissioned GEP Environmental in 2014, to produce a report based on the Stern Review (2006) evaluating the local economy in relation to the low carbon agenda and climate change. This report stated that through cost-effective investments, the Solent Region could reduce its carbon emissions by a further 8.4% above current trends by 2022, bringing the total level of emissions down by 34%.

Furthermore, the EMphasis3 programme was aligned with:

- the EM3 ESIF Strategy : “promoting Low Carbon specialisation”, “supporting the shift towards a Low Carbon Economy in all sectors”.
- the Revive and Renew, Enterprise M3 LEP Strategy : “to make every funding decision a clean growth decision policy”, “support development of marketable low carbon

- innovations to future proof and sustain vulnerable sectors/industries e.g. in aviation”, “. ▪
to prioritise decarbonisation of transport and buildings”
- the Industrial Strategy and ten Point Plan for a Green Industrial Revolution
 - the European Green deal and European sustainable development strategy
- **What were the specific market failures that the project was seeking to address? Was there a strong rationale for the project?**

The programme was seeking to improve the commercialisation of low carbon products and services, the lack of low carbon awareness and local examples to demonstrate what can be achieved, and the lack of engagement in low carbon solutions through excluded groups. It turned out that the programme was timely with the recent impact of the energy crisis. Most SMEs had to rethink how to implement new systems and more efficient processes. Emphasis 3 has been able to provide support to SMEs at a time they most needed the advice and grant funding support.

- **Was it appropriately designed to achieve its objectives? Was the delivery model appropriate?**

The range of services on offer only scored at 43.4%. Beneficiaries would have liked to see more services on offer. Beneficiaries also indicated that they would have liked to see more services delivered in person as opposed to virtually. This programme suffered greatly from the impact of COVID 19.

- **Were the targets set for the project EMphasis3 realistic and achievable?**

EMphasis3 had an increase in targets for C1 and a reduction for C29 after PCR. The C34 target was set at an ambitious level and in a different economic context then.

The energy efficiency audits have been particularly popular amongst SMEs and very relevant at the time of the recent energy crisis.

EMphasis3 suffered also from some competition with the LOCASE ERDF project.

- **How did the context change as the project was delivered and did this exert any particular pressures on project delivery?**

EMphasis3 had to face both BREXIT and the COVID-19 pandemic during its implementation as well as the recent economic crisis with the Ukrainian war. While Covid 19 delayed the take up of the services initially, the programme adapted well its delivery mechanisms with online webinars/seminars and the digitalisation of processes.

The Management Team made the switch relatively swiftly.

- **Bearing in mind any changes in context or weaknesses in the project design / logic model, can the project reasonably be expected to perform well against its targets?**

EMphasis3 is on track to achieve or exceed four out of five targets. One of the target C5 has already been exceeded at the time of the final evaluation.

Only C34 may be slightly underperforming but above 75% attainment.

The EMphasis3 programme has been an enabler of new employment and jobs safeguarded at the time of BREXIT, COVID-19 and energy crisis. It has contributed to retaining employment in the Hampshire region. It has achieved this by encouraging low carbon good practices.

4.2 Project Progress

Table 1 presents the current and expected programme-end attainment of the ERDF Priority Axis 3 indicator targets for EMphasis3. These figures have been gathered from the latest EMphasis3 claim document and projected with due consideration to the beneficiary survey responses, management team workshop discussions and overall project context, as summarised in the column titled 'Notes'. The targets are presented for transition and more developed areas combined.

Table 1: ERDF targets

Indicator	Original Targets	Revised target after PCR	Performance as of 31/03/2023		Projected performance at Project Closure		Notes
			Number	% of target	Number	% of target	
Capital Expenditure Revenue Expenditure	Capital £752,00 Revenue £1,836,168 = £2,588,168	£2,640,168	£1,979,940	74%	>£2,376,151	>90%	The project might slightly underspending depending on how SMEs will be able to claim their grant and provide the relevant evidences on time or not before closure
C1 Number of enterprises receiving support	200	205	174	84%	205	100%	If these indicators continue at the steady rate, the targets will be 100% met by project end.
C5 new enterprises supported	9	9	10	111%	10	111%	The target is already exceeded at the time of the previous claim
C26: Number of enterprises cooperating with research institutions	5	5	1	20%	5	100%	Our survey only reported 1 company cooperating with institutions but the Management Team is confident to reach 5 by project end.
C29 Number of enterprises supported to introduce new to the firm products	50	25	20	80%	25	100%	Our survey revealed that 32.6% of companies are reporting making progress towards new-to-firm product or service with an increase of +2 TRL The assessors therefore believe there is potential for these steady-rate projections to be reached by project end. Moreover, it would make sense for

							more of these outputs to occur towards the end of the project, as new products and services take time to appear after a business receives an intervention.
C34 Reduction in Greenhouse Gas (tonnes)	2,000	2,000	988.35	49%	> 1,500	>75%	Some of these reduction savings will be realised past project end.

Overall achieved outputs at 31 March 2023 by the project:



It is likely that four of the five project targets will be met or exceeded. The remaining target will be met at 75% attainment.

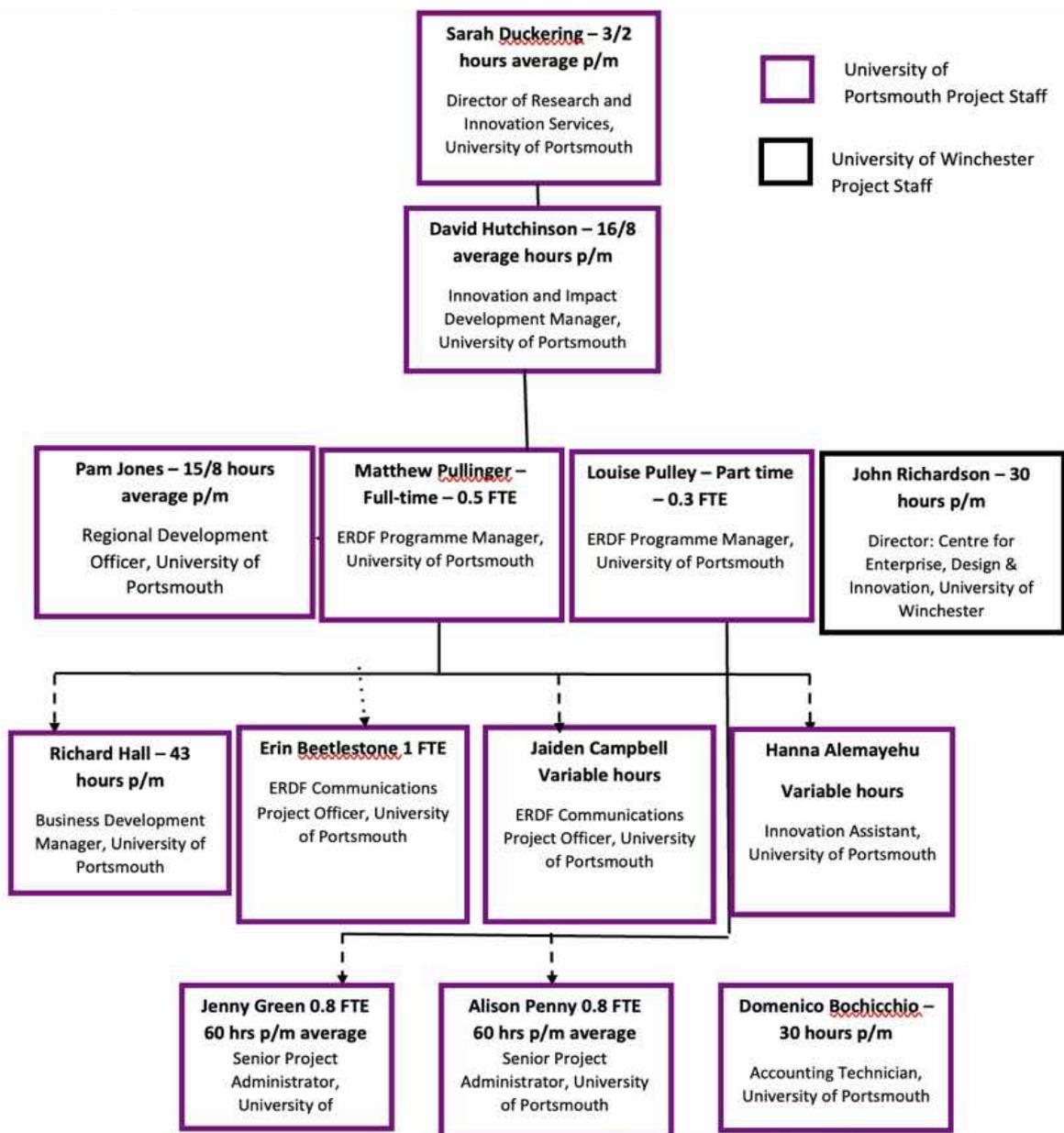
Despite potentially failing short on C34, the project is expected to exceed the revised target of C5. Hence, despite the challenges for project delivery that both BREXIT and COVID-19 created, the project design team as well as the project management and delivery teams should be applauded for this.

5 PROJECT MANAGEMENT AND DELIVERY

- **Was the project well managed? Were the right governance and management structures in place and did they operate in the way they were expected to?**

The diagram 3 presents the organogram for the EMphasis3 Management and Governance structure

Diagram 3: Organogram



All stakeholders consulted mentioned that the programme has been very well managed, despite some staff changes occurring during the programme implementation with:

- The Business Development Manager retiring in March 2021
 - The Project Administrator leaving her employment for a position closer to her home address.
 - The Project Manager leaving her employment in October 2021.
 - The Programme Manager also left her employment after a period of absence.
- The Team experienced some difficulties in recruiting replacement employees to these positions. However in December 2022, two new Programme Managers were recruited and momentum was regained.

Therefore, the Team was stretched at times but it did not impact on the experience received by the SMEs.

- **Has the project delivered its intended activities to a high standard?**

The quality of EMphasis3 programme services delivered is evident from the fact that 78.3% of beneficiaries indicated that they were very satisfied or satisfied with the service.

The programme service found the most useful are the energy efficiency audits and the Innovation grants.

- **Could delivery of the project have been improved in any way? How were project activities perceived by beneficiaries and other stakeholders?**

Only few beneficiaries were dissatisfied with their experience on EMphasis3, and similar to other ERDF-funded projects of this nature. This appears to be testament to programme which is services being deemed useful and high-quality by the vast majority of beneficiaries.

- **Did the project engage with and select the right beneficiaries? Were the right procedures and criteria in place to ensure the project focused on the right beneficiaries?**

The Programme Management Team marketed the programme widely and through relevant intermediary organisations to engage with a wide range of appropriate stakeholders which became good referrers of EMphasis3.

Only a few companies did not meet criteria for eligibility to EMphasis3 so it means that the marketing strategy was appropriate to hit the relevant target market.

The programme had a very robust selection process with an independent grant selection panel. Useful feedback was also provided to applicants even if not successful with suggestions of alternative routes for funding and appropriate referrals. While the programme was open to any applicants across England, the main focus has been Hampshire/EM3 LEP area based.

- **How were procurement activities delivered?**

The programme benefits from the University of Portsmouth well-established processes for running procurement activities.

All contracts were procured in line with the requirements of the ESIF Procurement Law with any expenditure incurred over £2,500 and up to £24,999 subject to three written quotes or prices being obtained.

A formal tender process was undertaken for any expenditure between £25,000 and £164,176.

6 PROJECT HORIZONTAL THEMES

- **To what extent have the horizontal principles been integrated into and shaped delivery?**

6.1 Sustainability

The principles of sustainable development were embedded in the EMphasis3 programme. They have informed its development and continue to inform programme delivery.

The programme supports the environment and sustainability cross-cutting theme through its commitment to accelerating the creation, commercialisation and uptake of sustainable technologies in the region and advancing the development of a sustainable economy.

As part of the University's plan for sustainability, the programme aims to ensure a commitment toward the aspirations of COP 2023.

In addition, the pandemic has been an acute instigator of more sustainable delivery of EMphasis3 management and operations with more activities being delivered online due to COVID 19.

Virtual delivery of programme services continues at a higher level than would have occurred without the pandemic, although some face-to-face activity has resumed now and this is having a positive impact on the programme's ability to generate outputs.

6.2 Equal opportunities and diversity

EMphasis3 benefits from the strategy of the University of Portsmouth for the horizontal principle of Equality, Diversity and Anti-Discrimination.

The programme addresses equality issues as outlined in Section 11 of the ERDF Operational Programme and as set out under the 2010 Equalities Act.

The programme addressed this cross-cutting theme by :

- Recruiting of the EMphasis3 programme staff in line with the University of Portsmouth Equality Strategy
- Providing staff with equality training
- Requiring Innovation grant applications to demonstrate how equality and diversity principles will be addressed in beneficiaries' programmes
- Requiring grant beneficiaries to recruit to new roles supported by the EMphasis3 programme according to ERDF procurement regulations and Equality and Diversity principles.
- Content on programme website being accessible under various formats and meeting the Equality Act 2010

At the time of the final evaluation, the programme services have been equally accessible to all SMEs.

7 PROJECT OUTCOMES AND IMPACT

Ideally, project impacts would be calculated by subtracting the impacts experienced by counterfactuals from those experienced by beneficiaries between the times that they start receiving EMphasis3 services and afterwards. However, as there were no counterfactual available, the economic deadweight component of the economic impact will instead be calculated by subtracting the percentage that beneficiaries attribute their impacts to factors other than EMphasis3.

The methodology employed for calculating the net Gross Value Added (GVA) impact of EMphasis3 is the following:

- A. The number of barriers to doing innovation/business that beneficiaries have overcome since joining EMphasis3, as reported by each beneficiary in their survey responses, was counted and multiplied by the percentage to which those same beneficiaries attribute overcoming those barriers to EMphasis3. In this way, the GVA deadweight of the reported reductions in number of barriers was subtracted from the gross direct effects. (Deadweight = the outcomes that would have occurred even if the EMphasis3 programme had not taken place). The average number of barriers that survey respondents indicated had been overcome during their time on the programme was 1.02. Once deadweight was removed, this became 0.72 barriers on average.
- B. The GVA gross direct effects were calculated by assigning an economic value to a beneficiary overcoming one barrier. This was done using the mean 3-year economic value of incremental product or service innovation calculated in “Innovation types and performance in growing UK SMEs” Oke et al. (2007), uplifted to 2023 figures (2% compounded annual inflation was assumed) and divided by 16, which is the number of barriers to innovation on which our survey focussed. The uplifted mean 3-year economic value of EMphasis3 helping a beneficiary to overcome a barrier was calculated to be £32,824.
- C. Evidence of GVA leakage, displacement and substitution was searched for amongst all the survey responses and phone calls from all the stakeholder groups and among the responses from the management and delivery team workshop. (Leakage = % of intervention benefiting individuals or organisations outside the target beneficiary group, at the expense of potential additional benefits to the target beneficiary group. Displacement = % of outcomes and outputs generated at the expense of outcomes or outputs elsewhere in the target beneficiary group. Substitution effects = activities undertaken in order to benefit from programme services at the expense of another resource).

The eligibility check carried out during registration of prospective beneficiaries ensured that none of the beneficiaries were outside of the target beneficiary group (SME based in the relevant UK eligible areas and seeking efficiency and productivity in logistics and supply chain operations). Hence, the GVA leakage of EMphasis3 outcomes to out-of-target beneficiaries is £0.

The evaluators could not find any instances of displacement arising from EMphasis3. For example, they could not find any instances of a business receiving free EMphasis3 services when they would otherwise have paid for them had programme support not been available. Therefore, we consider that the programme has catalysed innovation that probably would not have taken place had the programme not been available and we consider the GVA displacement to be £0.

As there were no criteria for beneficiaries to meet in order to benefit from EMphasis3 services (e.g. they did not need to make a capital purchase or recruit a new employee in order to be eligible), the GVA substitution effects of the project is £0.

- D. The SIC codes of the beneficiaries were translated into Office for National Statistics Input-Output Analytical tables industries (updated data - April 2022) by matching the industry most closely related to each SIC code. The GVA multipliers for these industries were identified. For example, the GVA multiplier for the “Manufacture of electrical equipment” is 1.895. This means that for every £1 increase in GVA in that industry, there is 89.5p additionally created down the GVA supply chain (i.e. multiplier effects). These multiplier effects encompass both Type I multiplier effects (direct effects to the beneficiary companies, their employees and their supply chain companies and employees), as well as Type II multiplier effects (benefits resulting as a consequence of the Type I effects, e.g. increased disposable income of beneficiary and supply chain employees results in greater spending elsewhere in the economy).
- E. Finally, for each beneficiary who completed the survey, the number of barriers that they have overcome since joining EMphasis3 (bullet point A above) was multiplied by the 3-year economic value of overcoming one barrier for that same beneficiary (bullet point B above). Any instances of leakage, substitution or displacement relating to that beneficiary (bullet point C above) were subtracted from this amount. The resulting amount was then multiplied by the GVA multiplier (bullet point D above) to give the fully corrected 3-year GVA impact estimate for each beneficiary. These individual GVA impacts were then summed and extrapolated to estimate the fully corrected GVA impact for all 143 beneficiaries, i.e. it is assumed that the GVA benefits of EMphasis3 participation for all 143 beneficiaries is represented by the GVA benefits reported by the subset of beneficiaries who completed the survey.

As explained in bullet point E, the net impact is the following calculation:

Net impact = (Gross direct effects - Deadweight - Leakage - Displacement - Substitution) x Multiplier effects.

3-year net GVA impact = £8,619,304.81. This is a non-negligible GVA impact for the South East of England region. If we refer to ‘office for national statistics, exploring regional estimates of activity in the low carbon and renewable energy economy, UK and regions of England: 2020, the low carbon and renewable energy economy turnover in the South East & East of England was £5.1 billion in 2020.

The EMphasis3 programme will have been one contributor to realise this GVA.

In the process of creating this GVA impact, employment impact was also created. This employment benefit was calculated as follows:

- F. The number of FTE jobs created or safeguarded in beneficiary companies since they joined EMphasis3, as reported by each beneficiary in their survey responses, was counted to give an estimate of employment gross direct effects. The employment deadweight was subtracted from this number by multiplying these same number of FTE jobs per beneficiary by the extent to which the beneficiaries attributed creation of these jobs to sources other than EMphasis3.
- G. Any employment displacement, substitution or leakage that occurred in the creation of jobs attributed to EMphasis3, as indicated by beneficiaries in their phone calls or surveys

or by the EMphasis3 management and delivery team in the workshop discussions, were then also subtracted. These corrections were all deemed to be 0, for the same reasons as those described in bullet point C.

- H. The process described in bullet point D was repeated but this time to calculate employment multipliers for each beneficiary. For example, the employment multiplier for the “Manufacture of electrical equipment” industry is 1.743. This means that for every 1 FTE increase in employment in that industry, there is 0.743 FTE additionally created down the employment supply chain.
- I. Finally, for each beneficiary who completed the survey, the deadweight was subtracted from the gross direct effects for each survey respondent (bullet point F). Any leakage, substitution and displacement (bullet point G) was subtracted from this amount. This amount was then multiplied by the employment multiplier effect (bullet point H) for each beneficiary. These amounts were then summed and extrapolated over all 143 beneficiaries to give the fully corrected employment impact.

Net employment impact = 251 FTE. This is a non-negligible employment impact for the EMphasis 3 LEP area.

The steps leading to calculation of net GVA impact and net employment impact for EMphasis3 are presented in Table 3.

Table 3: Gross and Net Additional Impact for Employment and GVA (full project lifetime). All figures include Multiplier Effects as these are applied at the individual beneficiary level.

Impacts		Measure	Adjustment
GVA (£)	Gross direct effects	£6.647m	-
	Minus Deadweight	£4.693m	29%
	Minus Displacement and Substitution	£4.693m	0%
	Minus Leakage	£4.693m	0%
	Net Additional	£8.619m	1.84 average Multiplier across beneficiaries
Employment (FTE)	Gross direct effects	214.5	-
	Minus Deadweight	130.2	39%
	Minus Displacement and Substitution	130.2	0%
	Minus Leakage	130.2	0%
	Net Additional	251	1.93 average Multiplier across all beneficiaries

The net economic impact is the sum of the GVA impact and economic employment impact. We assume the economic impact of the job creation outlined in Table 3 is £96,000 per job. This is the average 3-year salary for an environmental assistant engineer in the UK (Source UK Glassdoor website, March 2023). Thus, the economic impact of the 251 jobs created with EMphasis3 help is £24,096m. Adding this to the GVA impact gives a **total net economic impact of £32,717m.**

In addition to the benefits of increased commercialisation of low carbon product and services and the reduction of energy consumption that this programme has brought to the Enterprise M3 LEP area, and the resulting GVA and employment impacts, other sources of Strategic Added Value that the programme has created include:

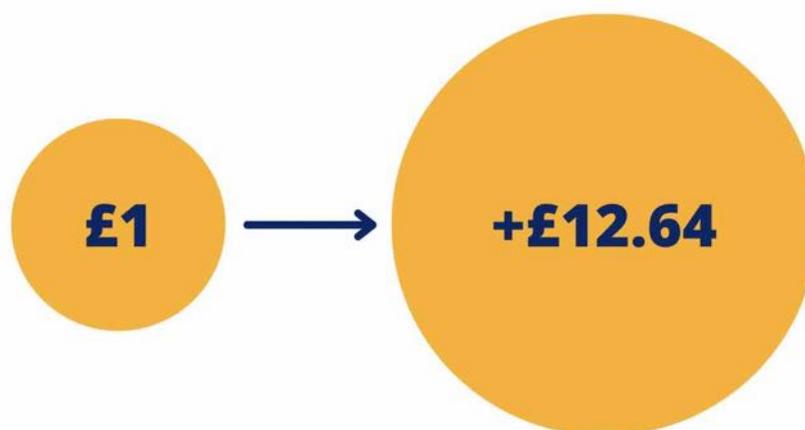
- Maximising the value of the investment and time spent on the EMphasis3 programme by transferring knowledge and skills to other in-house ERDF projects such as Low Carbon Solent (LCS) focusing on the green sector
- Strengthening the image of University of Portsmouth/Greentech South as a major player in the sustainable agenda in Hampshire and across the Enterprise M3 LEP area.

8 PROJECT VALUE FOR MONEY

Total funds to deliver the EMphasis3 programme was £2,640,168. Balancing this total delivery cost against the 3-year net economic impact, we calculate the programme value for money to be:

→ **Output/input unit cost: £12.64**

This means that for every £1 spent in delivering this project, £12.64 was created



8.1 Benchmarking

Table 3 compares the value for money of EMphasis3 against comparable ERDF projects. The comparator projects were chosen either because they also had a business support element or grant available to companies and therefore offering a similar combination of services (access to grant and services).

Table 3: Benchmarking against comparable ERDF projects

Project name	Lead partner	Priority axis	Focus / sector	Total project value	Targets	Value for Money
EMphasis3	University of Portsmouth	4f , 4b	Low Carbon	£2.6m	C1 x 205 C5 x 9 C26 x 1 C29 x 20 C34 x 2,000	£12.64
ATETA	University of Birmingham	4f	Low Carbon	£4m	C1 x 100 C26 x 30 C29 x 20	£6.10
TALE	Haven Gateway Partnership	3c and 3d	Transport & Logistics	£7.3m	C1 x 225 C2 x 185 C4 x 40 C8 x 100 C29 x 125 P13 x 375	£11.76

Compared with comparable ERDF-funded projects (also delivered through Covid and the pandemic), EMphasis3 represented a very good value for money with a return of investment of £12.64 per £1. Given that the majority of this programme was delivered during BREXIT and through the COVID-19 pandemic, this is a significant achievement.

9 CONCLUSIONS AND LESSONS LEARNT

9.1 Conclusions

The main objectives of the EMphasis3 programme are aligned with the net-zero strategy and sustainable policies implemented at European, national and regional levels. Despite some competition with the ERDF Locase project delivered on a similar geography, Emphasis 3 has been able to support SME companies with their low carbon objectives at a time where they needed it most during the energy crisis.

EMphasis3 has been particularly helpful in supporting a wide range of SMEs with its flexible interpretation of 'high-growth' SMEs. The energy efficiency audits have been the most popular service followed by the innovation grants.

EMphasis3 is part of the low carbon package of services that LEPs, Local Authorities and Universities have been offering in support to the private sector with net zero ambition. This is demonstrated by the wide range of referrals to the project coming from Greentech South, sustainable businesses networks, Clean Growth UK, word of mouth etc.

While the Emphasis3 Programme underwent considerable staff changes, this did not affect delivery. The Governance Team is highly performing and the grant panel process has been praised by both companies (even when not successful to secure a Grant but learning from the experience and feedback in the process) and the panelist members.

The quality of the service being delivered is good with 78.3% of beneficiaries indicating that they were very satisfied or satisfied with the service. This demonstrates a professional management and delivery Team.

The services found most useful were the energy efficiency audits, the innovation grants, the workshops/webinars and the signpost to other services.

32.6% of companies reported making progress towards new-to-firm product or service with an increase in TRL of +2 and some companies reaching TRL level 9.

28.3% of beneficiaries reported having been helped to raise grant funding thanks to the support of EMphasis3 and an additional 30% that are still waiting to hear the outcome.

64.4% of the beneficiaries reported to have been badly or very badly affected by the pandemic but interestingly about a quarter have seen some positive impact from the pandemic, mainly on efficiency gain with the digitalisation of processes, many companies have changed their operations.

37.78% of the beneficiaries reported to have been badly affected by Brexit with not positive impact reported.

A vast majority with 84.78% of companies reported having been badly or very badly affected by the energy crisis.

Four out of the five project targets will be met or exceeded. Only one target, C34 , may fall slightly short.

The value for money was particularly good with every £1 invested in delivering this project, £12.64 was created.

For the remaining duration of the implementation of the project, the EMphasis3 Team needs to focus on getting all the evidence required to complete the final programme claim.

The main themes of interest mentioned by the beneficiaries for future activities are: more grant funding, expert and practical advice and the dissemination of information relating to available new technologies.

9.2 Lessons learnt

The Management resource to run an ERDF programme must not be underestimated. The combination of two programme managers appointed towards the end of EMphasis 3 worked well.

Having both a grants element and a postgraduate student projects element within a single project can work well because it allows projects that were not successful in winning a grant to apply for student projects instead and thus still be supported.

There can be competition for SMEs and strategic support and influence when there is more than one project being delivered regionally offering similar services and with a very similar name e.g. LOCASE

Although there are advantages to delivering a project with a small number of partners, it does impact the ability to recruit SMEs because the offer does not appear as multifaceted. If a university partners with local authorities then the project benefits from both an industry as well as an academic image.

There can be benefits to running theme-led grant competitions e.g. ensuring the grants panel has the specific expertise to evaluate grant applications.

When an organisation is delivering multiple ERDF projects, synergistic value is especially created if there is an individual with oversight of all of the projects to facilitate cross-fertilisation of ideas, learning, best practices etc.

9.3 Recommendations for legacy

- Find alternative sources of funding post ERDF that is able to support business across a whole spectrum from R&D, innovation & business growth support.
- Plan some further marketing activities promoting case studies, videos, podcasts etc. to disseminate the success and results of EMphasis3 more widely in order to attract further funding.
- Capitalise on the methodology developed to run innovation grant funding to support other sectors of activities.
- Use the carbon calculator on mainstream innovation support programmes.

10 GLOSSARY

ERDF	European Regional Development Fund
Managing Authority	DLUHC is the Managing Agent for ERDF Funding
DLUHC	Department for Levelling Up, Housing and Communities
SMEs	Small and medium sized enterprises
Summative Assessment	Final evaluation of an ERDF project

11 TEAM CONSULTEES

Name	Role	Organisation
Andy Stanford-Clark	IBM Quantum Ambassador	IMB - UK and Ireland
Camilla Sharp	Lead specialist economy	Eastleigh Borough Council
Chloe Hart	Project Manager	Greentech South
Don Spalinger	Managing Director	PDT International
Dr John Richardson	FHEA Director, Centre for Enterprise, Design & Innovation	University of Winchester
Dr David Hutchinson FRSA	Innovation and Impact Development Manager	Faculty of Technology at University of Portsmouth, and PI for EMphasis3,
Erin Leahy	Social Media and Communication Officer	Greentech South
Gemma Marchant	Programme Manager	University of Portsmouth
Helen Hill	Senior Project Administrator	University of Portsmouth
Jennie Pell	Sector Specialist - Clean Growth	Enterprise M3 LEP

John Richardson	Senior Lecturer in Innovation Management	University of Winchester
Kim Pellet	Economic Growth Manager	Portsmouth City Council
Louise Pulley	ERDF Programme Manager	University of Portsmouth
Matthew Pullinger	ERDF Programme Manager	University of Portsmouth
Natalie Wigman	Corporate Director- Strategy	Eastleigh Borough Council
Pam Jones	Regional Development Manager	University of Portsmouth
Paula Richardson	Innovation Advisor	Oxford Innovation
Richard Hall	Business Development Manager	University of Portsmouth,
Sarah Duckering	Director of Research and Innovation Services	University of Portsmouth

13 APPENDIX

Beneficiary Survey Responses

Aide Memoire notes from 9 beneficiaries

Aide Memoire notes from 3 wider stakeholders