



enterprise **m3**

Delivering prosperity through innovation

# ENTERPRISE M3

# DELIVERY PLAN

2020-21

# CONTENTS



Section and Title		Page
Introduction	1.1 Purpose of document	3
	1.2 Strategic summary	4-6
	1.3 About EM3	7-9
	1.4 Core Strategic Aims	10
Delivery Programmes	2.1 Response to COVID19	11
	2.2 Capital programme	12-14
	2.3 Business Support Programme	15-20
	2.4 Strategy development	22
	2.5 Communications	23
	2.6 Continuous Improvement	24-25
	2.7 Strategic Relationships	26
	2.8 Delivery Portfolio summary	27
	2.9 Milestone plan	28
Additional Information	3.1 Structure chart	30
	3.2 Governance structure	31
	3.3 Operational Budget	32
	3.4 Local Growth Fund (Projects; Output summary; Monitoring and evaluation)	33-36

# 1.1 PURPOSE OF THIS DOCUMENT

The purpose of the Enterprise M3 Delivery Plan is to set out what it seeks to deliver in 2020-21 and to give an overview of the main actions and projects.

There are a number of strategic documents that the EM3 have produced with partners to support economic growth of the area that are relevant to this delivery plan and they all fit together to articulate what we need to do, why we need to do it, how we will achieve it and by who, and by when. These include:-

- The **Strategic Economic Plan (SEP)** which sets out the growth ambition and direction of travel of the EM3 LEP in our globally competitive digital, design and knowledge-based economy. The SEP outlines the key strategic priorities for the area, and is long term.
- The **Local Industrial Strategy** is in its final stages of completion and is due to be published later this year\*. The strategy represents in-depth research, analysis and understanding of the key themes for the area. We need to work with multiple partners, agents both within the area and outside of the area to achieve the outcomes
- The **Economic Recovery and Renewal Action Plan** has been developed as a direct result of the pandemic. Building on the evidence base and proposed interventions in the emerging LIS, this Action Plan is based on up-to-analysis of the effect of Covid on our businesses and the working population. It describes a series of actions to support the recovery and renewal of the region.

More detail regarding the strategies is outlined in section 1.2

The **delivery plan** sets out the action plan for the LEP for the next year. This delivery plan acts as a synthesis of activity of the Enterprise M3 LEP. This document sets out what the Enterprise M3 organisation will deliver in 2020-21 to contribute to the outcomes within the emerging LIS

Along with our Annual Report, which looks back at the previous year, this document will help to inform stakeholders about what we do, what we have achieved and what we are going to do

## **COVID19 response**

*Due to the current pandemic, the LEP has pivoted a lot of resource and support toward working in partnership with local authorities, and business support organisations to respond to the crisis. For more detail see section 2.1.*

\*Waiting confirmation from Government

# 1.2 STRATEGIC SUMMARY

These are the successes from 2019-20.

In 2020-21 we will build on these successes and contribute to the recovery and renewal of the region

### INVESTING FOR GROWTH

**£37m**  
invested in jobs, homes learning and businesses

→

### SKILLS

**83** Schools/colleges through the CEC programme

**45** business ambassadors, otherwise known as Enterprise Advisers, work with schools/colleges

**54** business volunteers have registered for the give an hour campaign

→

### CLEAN GROWTH & LOW CARBON

EM3 analysis in 2019 showed:

**10%** of the entire UK low carbon and environmental goods and services sectors is in EM3 (LCEGS).

**£18.2bn** worth of sales in the Low Carbon Environmental Goods and Services sector

**7,169** Clean Growth/Low Carbon companies.

→

### GROWTH HUB

**237** Enterprises received support

**192** jobs created and 265 safeguarded

**99%** satisfaction rating

→

### EU EXIT

**4,000** businesses surveyed

**8** Masterclasses delivered

Led the South Central LEP Cluster Activity

→

### GAMES SECTOR

HPO (High Potential Opportunity Area) attracts investment

**425** games industry delegates attended Guildford Games Festival

→

### SPACE

Promoted space sector at UK Space Conference and Space Connect

**£9bn** value from 180+ space organisations

**33%** growth since 2016/7

→

### TRANSPORT

**£15.3m** investment in Transport

**£7.2m** investment in sustainable transport & smart mobility

→

### ENTERPRISE ZONE

**260** jobs created

**£24.5m** investment, of which £22.m private sector

→

## 1.2 STRATEGIC SUMMARY

The foundation of all of our work is our Strategic Economic Plan\* which was revised in September 2018. 'A Strategic Economic Plan for the Enterprise M3 area 2018 – 2030' sets out our Growth Ambition and is available at <https://www.enterprisem3.org.uk/strategic-economic-plan>

Our Strategic Economic Plan has five priorities which incorporate the foundations of productivity set out in government's National Industrial Strategy. Further we have identified two underpinning activities that are major stimulants for growth for the area (digital and data technologies and clean growth). These will be taken forward through the programme of action and investment for the LEP and through the development of the Local Industrial Strategy.

The five strategic priorities of our Strategic Economic Plan are;



**HIGH VALUE SECTORS FOR A GLOBALLY FACING ECONOMY**



**ENTERPRISE AND INNOVATION FOR SCALING UP HIGH PRODUCTIVITY SMES**



**SKILLS FOR A HIGH VALUE, HIGH GROWTH ECONOMY**



**CONNECTIVITY FOR A 21ST CENTURY ADVANCED DIGITAL AND LOW CARBON ECONOMY**



**DYNAMIC COMMUNITIES AND SUSTAINABLE GROWTH CORRIDORS**

\*To note: this will be reviewed over year as we finalise the Recovery and Renewal Plan

## 1.2 STRATEGIC SUMMARY

The LIS will focus on improving productivity in a way that will benefit people and places across the Enterprise M3 area through interventions that address long standing issues including:

- Skills – Enterprise M3 residents are relatively highly skilled but there are considerable skills gaps and shortages in the economy, with an issue of ‘out-commuting’
- Connectivity – the need for high quality transport and digital infrastructure connecting markets, people and goods within our area, as well as between, to London and internationally is critical for attracting and retaining businesses and highly skilled residents.

### What is our goal?

Our area needs to get more competitive; we are in danger of losing our competitive edge. Despite our affluent, high productivity economy and high skilled resident population, we’re losing jobs in all key sectors and places. A third of our resident workers are commuting out of our area and some big companies have left. We need to secure the area as a great place to live and work and do business with good infrastructure and connectivity (digital and transport). An area with accessible housing, vibrant sustainable towns, and good employee propositions (flexible, balanced, interesting, high level jobs).

The Local Industrial Strategy will promote the productive capacity of the area much of which is in our towns and settlements. Work is focused on strategic priorities that flow from our SEP. We continue to work with partners and key stakeholders to develop a series of interventions for each of the nine elements which are evidenced, well developed, supported by stakeholders and capable of being implemented with the necessary investment.

#### Update post Pandemic

Pre Pandemic, Enterprise M3 LEP carried out 18 months of strategic thinking, evidence gathering, analysis and consultation, led and resourced by Enterprise M3 LEP together with Government Departments and summarised in “[Local Industrial Strategy, Defining Our Approach.](#)” Post Pandemic, the LEP has refreshed that evidence and intelligence and evolved the work into an evidence-based and intelligence-led **Recovery and Renewal Action Plan** for the EnterpriseM3 economic area.

This Delivery Plan sets out the programmes of activity that will be delivered or supported by the LEP this year to contribute to the outcomes in the **LIS** and the **Recovery and Renewal Action Plan**

## 1.3 ABOUT ENTERPRISE M3

There are 38 Local Enterprise Partnerships across England. They are business-led partnerships between local authorities and local private sector businesses.

This is the Enterprise M3 geography, showing the key towns and corridors. It is polycentric as it is made up of a number of towns, and no main city.

LEPs play a central role in determining local economic priorities and undertaking activities to drive economic growth and job creation, improve infrastructure and raise workforce skills within the local area.

LEP boards are led by a business Chair and board members are local leaders of industry (including SMEs), educational institutions and the public sector.



## 1.3 ABOUT ENTERPRISE M3

The National Local Growth Assurance Framework sets out the core role of LEPs as follows:

- **Strategy:** Developing an evidence-based Local Industrial Strategy that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across their area;
- **Allocation of funds:** Identifying and developing investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impacts of its activities to improve productivity across the local economy;
- **Co-ordination:** Using their convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public and third sectors; and
- **Advocacy:** Collaborating with a wide-range of local partners to act as an informed and independent voice for their area.

As at the 1st April 2019 the EM3 were formally constituted as a Company Limited by Guarantee, responsible to Central Government for the delivery of grant and investment programmes.

The Board is Business business-led board made up of 20 members split between both the private, public sector and not-for-profit sector. The Enterprise M3 Board, led by Dave Axam, is responsible for the overall strategic direction of the LEP. See appendix 2 for the full governance structure

The EM3 work programme and delivery responsibilities include investment support into Infrastructure, Business Support, Skills and Apprenticeships, Inward Investment, Innovation and grant programmes.

This ambition can only be delivered by working in partnership with our Local Authority, Business, Academia, Education and Government partners.



## 1.3 ABOUT ENTERPRISE M3

### How we work



**Evidence base** to determine what and where we should prioritise



Using the capital funding available to us to support projects that **deliver economic impact**, ensuring that this **money reaches projects quickly** and **delivers transformational change**



Engaging **meaningfully with our stakeholders**, particularly the business community



Providing **relevant and focused support to our business community** and by **attracting new inward investment** into the area



Ensuring that our own **internal processes support the delivery** of our new business plan.

# 1.4 STRATEGIC AIMS

Our core strategic aims are:-

## Aim 1: Support the success of our businesses in exporting, innovating and as employers which are fundamental to growth and productivity

- Stimulating more innovation and greater commercialisation of knowledge through our sector programmes, and supporting key projects to achieve this
- Meeting business needs, promoting a better skilled, supported and healthier workforce through our Skills Advisory Panel and the work of the Careers Enterprise Company
- Increasing the number of businesses engaged in exporting and supporting existing supporters through our Exporting programme, and the work of our Growth Hub
- Gather and analyse business intelligence to feed into government on COVID 19 impact and Eu transition

## Aim 2: Support the EM3 area as a great location in which to do business

- Contributing to a step change in digital connectivity to meet business needs and open up opportunities for implementing smart systems and transforming public services, through our Capital programme and our sector programmes
- Developing clean growth and natural capital potential in shaping economic growth through our emerging LIS and directly through our Capital Programme
- Supporting future economic vitality and viability of our towns through the projects within our Capital Programme and our EZ programme by creating business rates income growth funds

## Aim 3: To strive to continuously improve the business to ensure the EM3 remains agile and using its resources in the most efficient and effective ways

To enable these aims to be delivered the EM3 requires efficient and effective internal processes to be in place. These are described within the **Continuous Improvement** section. Maintaining robust and proportionate finance management, procurement processes, monitoring & reporting, organisation structure, governance, key requirements (AGM, AR, audits etc)

## Aim 4: To have a strong evidence-base at the heart of what we do and develop strategies collaboratively to set out our priorities to address the key issues

A strong evidence base is imperative for the EM3 to ensure that we are focussed on the right activity and prioritising projects in the right way, and this is fundamental to everything we do. We therefore have a number of strategies that are being developed that will, based on strong evidence base, set out WHY we need to deliver and WHAT we will deliver in these key areas. This is described within our **Strategy Development** section

The DELIVERY PROGRAMMES section sets out how the EM3 will support these aims and what we will do to deliver against them this year.

## 2.1 RESPONSE TO COVID19

### **Resolve – immediate response (From March 2020)**

For the first part of the year, the focus of the delivery has been in response to the COVID19 crisis. Therefore the activity has included the following:-

- Information Website /General signposting of how/where to apply for Loans/Schemes
- Distress Coaching
- Making people aware of where/how to save on or reduce Outgoings, Mortgage, Loans, and Council Tax etc.
- HR Advice – Furloughing etc
- Daily Bulletin –signposting business to key information on COVID19 issued on a daily basis from March to July 2020
- Weekly Chamber of Solutions Webinars- 2 per week - 100 attend each per week (Growth Hub sit on the panel)
- Getting business “loan ready”

This activity has been delivered by strengthening relationships with our BROs – to reduce duplication and promoting a clear message and working closely with other business support partners to ensure the most effective use of resources. A strong focus on gathering intelligence and carrying out research into the impacts on businesses has enabled the LEP to develop a strong evidence base to inform where to target support in the next phase.

### **Resilience and Return – supporting the area to return to business (From May 2020)**

Initially the LEP has developed a Town Centre Programme allocating £500,000 from the Local Growth Fund. The purpose is to support measures that help to ease social distancing in our town centres to support the reopening of town centres and generating consumer confidence in the safety of town centres. Investment will be alongside local authorities, in actions that will introduce measures that support social distancing. This will also give us the opportunity to position environmental improvements, low carbon measures and digital improvements as central to all activity. Other activities underway include:-

- Reviewing the current programme to identify potential for projects to pivot to unlock new opportunities.
- Working with Further Education Colleges to further digitise their courses
- Securing additional funding to support new projects through the Getting Building Fund
- ERDF funding to support SMEs to access professional advice and kickstart tourism

### **Future – Reimagination and reform, economic recovery planning (from June 2020)**

Developing Recovery and Renewal Action Plan - see delivery section 4: Strategy Development



# **CAPITAL PROGRAMMES**

# CAPITAL PROGRAMME

## What are we doing and why is it important?

The capital programme enables productivity and growth by investing in infrastructure such as housing, transport and digital connectivity.

*Since 2012, Enterprise M3 has been allocated £240 million in capital funding from central Government and has used this funding to support over 100 transformational projects that are helping the local economy to grow and flourish. Through the **Growing Enterprise Fund** and **Local Growth Fund**, Enterprise M3 has invested across Hampshire and Surrey to deliver vital jobs, new homes and business growth. These projects have resulted in **6027** new jobs, **3719** new homes, over **38751** sqm of floor space and **1946** new apprenticeships in urban and rural locations, supporting businesses and citizens with their ambitions*

Digital and data technologies and clean growth have been identified as the key stimulants in delivering higher productivity across the wider economy. The underpinning and cross cutting nature of digital technologies and clean growth mean they are important not only for directly related sectors, but also for delivering higher productivity across the wider economy.

Since the pandemic central Government is providing additional funds through the **Getting Building Fund** to support the delivery of capital projects in order to stimulate the economy over the next 18 months focussed on:-

- town and city centre modernisation through targeted infrastructure investments unleashing their longer-term economic potential;
- investment in physical connectivity to improve the functioning of the local economy;
- investment in innovation ecosystem including through improvements to research and development facilities driving up business productivity;
- improvements to human capital;

## Continued...

- improving digital connectivity, in order to support economic performance,
- particularly in more isolated areas.

During the pandemic the LEP launched the **Supporting Town Centre fund**. This was to support the reopening and longer-term vitality the LEP launched the £500k pilot

## Plan for 2020/21

Continue to deliver the remaining LGF schemes. Invest in a further set of schemes utilising the allocation of £47m to spend on the final year of capital projects.

Publish an evaluation of our LGF and GEF programmes and start to plan for the end of the LGF programme, ensuring that benefits are realised and learning from projects is captured so that it can support future activity

Deliver the Supporting Town Centres Fund and projects supported

Deliver the first year of Getting Building Fund (£13.3m) and all projects contracted

## Success measures:

Annual performance review  
Spend LGF and hit targets  
Future investment programme established

## Outputs:

New Homes completed – 700  
Jobs created/safeguarded – 950  
Apprenticeships – 400  
Commercial floorspace created – 7,500 sqm  
Learners supported – 1,200

# ENTERPRISE ZONES

## What are we doing and why is it important?

The EZ plan is based on smart, evidence-based strategies, and aims to deliver over 130 new businesses and over 11,000 new jobs. This will transform the three sites into thriving communities with innovative businesses, making the EZ3 recognisable as The London and South Innovation Valley.

An investment of £41 million over the lifetime of the EZ will kick-start three areas within the Enterprise Zone. This investment will drive economic benefit and see a return in additional business rates growth income of an estimated £115.8 million over 25 years. This income will be retained and reinvested locally by local decision-makers with sound knowledge of the area and understanding of what is required to accelerate development.

The EZ3 will strengthen our ability to attract more inward investment and accelerate high value business activities that will generate jobs and stimulate economic vibrancy, further building the reputation of Enterprise M3's area as one of UK's most desirable places to live and do business in.

## Plan for 2020/21

Continuing development of key sites and plots at each of the sites:-

- *Basing View;*
- *Longcross;*
- *Whitehill and Borden*

Review of BRIG forecasts to take account of revised timeframes for each site and occupation of developments.

## Outputs:

### Basing View

- Living Lab project underway
- Completion of new HQ facility for Eli Lilley at Plot K (40,000 sq feet)
- Plot S refurbished Office space (38,000 sq feet) completed
- Plot J – existing office buildings demolished and site cleared for development

### Longcross Park

- Planning permission granted for development of Data Centre campus
- Completion of Discovery building scheme – January 2021
- Completion of new power supply (energising spring 2021)

### Whitehill & Borden

- Sale of Techforest phase I site for development
- Planning granted for industrial units and clearance and enabling works for Techforest phase II site

Floorspace 21971.5sqm

Developable land 13.5 acres

Jobs 800

## Success measures:

Annual performance review

Spend LGF and hit targets

Future investment programme established



# **BUSINESS SUPPORT PROGRAMMES**

# GROWTH HUB

## What are we doing and why is it important?

Enterprise M3 Growth Hub provides support to SMEs through expert advice and resource network. The Growth Hub is driving impact by working in new ways based on what businesses feed back that they need, to help fulfil their potential. The EM3 Growth Hub has two distinct services:

- A **'Universal Service'** which delivers broad signposting and light touch information, diagnostic and brokerage.
- A **'Growth Service'**, focussed on key sectors - Aerospace & Defence; ICT & Digital Media; Pharmaceuticals; Professional Services, which provides focused and deeper support targeted at and tailored for high growth, high potential businesses. This service is delivered face to face by growth champions to identify and deliver the opportunities and impact most valuable to the high growth company to increase revenue and profit. The associate growth champions are sector specialist in our priority areas.

For businesses, the Growth Hub is a simplified, single access point for impartial and trusted support. It complements and supports other local provision by referring businesses onto other experts within, for example, DIT, Chambers of Commerce, FSB and EU programmes such as Innovate 2 Succeed.

Aims are:

- To enable more businesses to access new market opportunities and be more confident in trading internationally;
- stimulating business investment in science, research & development and innovation, and encourage the adoption of innovative technologies and management best practice;
- to enable more businesses to source the right people, access apprenticeships and develop workforce skills to enable businesses to attract and employ new workers and fill gaps in technical and basic leadership and management skills; and increase business awareness and participation in public procurement and major infrastructure projects, improving the knowledge needed to compete successfully and increasing SME procurement capabilities

## Plan for 2020/21

- Provide face to face support for high growth scale-ups through Growth Champions.
- Provide associate coaching and support for SMEs to develop Growth Plans
- Provide Crisis Coaching (direct response to Covid)
- Deliver EM3 Growth Hub Live – a series of 18 Webinars
- Deliver 1 virtual conference
- Develop a Supplier Marketplace promoting collaboration opportunities
- Develop the EM3 Partner Forum
- Deliver joint projects with partners (e.g. with Surrey Business School)
- Develop stronger relationships (innovation and enterprise)
- Deliver events focussed on meeting specific needs of businesses e.g. skills
- The Growth Hub will expect to be able to respond to new initiatives from Government to support the SMEs in the area, such as the Transition period

## Outputs:

Total number of unique visitors to Growth Hub website **11,000**

Enterprises receiving high intensity support (HIGP) **205**

Jobs created cumulative **700**

Increased Innovation **+75%**

Increased turnover **20%**

Job safeguarded **180**

Support provided face-to-face/ virtual / engagements **300**

Number of businesses acting on advice **120**

## Success measures:

*Hit targets*

*Successful year end audit*



# ADDITIONAL BUSINESS SUPPORT PROJECTS

## What are we doing and why is it important?

In addition to the core offer of the Growth Hub and the LEP specialist support and development (Space and Gaming), there are four further business support projects that are being delivered this year:

### Business support (ERDF)

In direct response to impact of Covid, £250k funding has been awarded to the LEP for spend up to March 2021. The funding is for small grants to SMEs to purchase 1-2-1 specialist advice to address their immediate needs (e.g. HR, accountants, legal, financial, H&S, IT / digital or sector specialists etc).

### Kickstart Tourism package (ERDF)

Also in direct response to the impact of Covid, £151k funding has been awarded to the LEP for spend up to March 2021

The small grants are for SMEs to support Visitor Economy. The grants are focussed on Productivity improvements; Networking & Mentoring; New ways of delivering cultural events and festivals so important to our visitor economy or for the purchase of minor equipment (not purchase of PPE or installations of new social distancing measures)

### Peer to Peer programme

With a focus on increasing productivity of SMEs this programme is designed to tackle issues resulting from Covid 19. In recent business surveys the peer to peer format has always been the favoured approach for businesses to receive support. £120k funding has been awarded to the LEP to deliver this programme to 80 SME business leaders. Cohorts will be based on sector (eg digital) or business owner type (eg rural)

### EU Transition

Following the EU exit in January 2020, businesses now need to prepare to reach the end of the transition period. Further funding will become available for the LEP and

Continued...

Growth Hub to provide additional and specific support to ensure businesses are prepared. This will include additional Growth Hub Advisors; intelligence gathering; signposting to webinars and events and additional targeted support

## Plan for 2020/21

- Develop PCRs for funding
- Plan programmes with delivery partners
- Promote schemes
- Deliver ERDF grant schemes
- Deliver peer to peer cohorts and 1-1 support
- [Support businesses to transition]

## Outputs:

Peer to Peer: 7 cohorts each receiving 18 hours of ALS

ERDF: Enterprises receiving support 100

ERDF: Number of grants delivered across the 3 LEP areas 100

## Success measures:

*Hit targets*

*Successful year end audit*

Spot checks

# SECTOR PROGRAMME: SPACE

## *What are we doing and why is it important?*

The emerging Industrial strategy highlights space as a frontier sector. EM3 Space Industry is thriving, forward-looking, and capable of intersecting with other sectors and enabling new solutions and technologies, e.g. immersive technology and clean growth. The cluster in the EM3 area is the result of a long-standing tradition of being a confluence of innovative sectors as aerospace, immersive reality, AI, 5G, and maritime.

There is a significant space sector presence in the EM3 geography with 182 space companies in the area. Strong space clusters are Farnborough, Guildford and Bordon, with a total turnover of organisations operating within the region valued at £9bn.

A large part of EM3 satellite-based earth-observation technologies are also key enablers of EM3 Low Carbon and Environmental Goods and Services (LCEGS) worth £18.2bn, or 33.5% to EM3's overall economy in 2017/18. Satellite data enhances green solutions, supporting the development of new concept ideas, and facilitating risk assessment and forecasting.

Our aim is to:

- Create an ecosystem of space capabilities to boost EM3 Space profile and role within UK Space Industry.
- Attract inward investment, by raising the profile of EM3 as an ideal, fertile environment for SMEs.
- Organise cross-sector initiatives to generate interest and engagement in other sectors like Immersive Technology and Clean Growth. Space for Sustainable Development Goals (SDGs) is also of interest.
- Demonstrate strong capabilities and talent in the area, while inspiring students to choose space as career path.

## **Outputs:**

- Visits of foreign investors – Our efforts led to a remote sensing collaboration between University of Surrey and a world-leading Indian downstream company. We also landed successfully an internationally-recognised Lithuanian Nanosatellite manufacturer.
- Submission and Production of High Potential Opportunity for EM3 Space Sector.
- Collaboration with Knowledge Transfer Network and Immerse UK towards the organisation of an Immersive Technology and Geospatial Cross-Sector Event.
- We continue collaborating with key partners across the space industry, with the objective of identifying new growth opportunities. Partners include ESA, Satellite Applications Catapult, UKSpace, UK Space Agency, Science Technology Facility Council.

## **Success measures:**

HPO next steps and implementation  
Space Foreign Direct Investments

## **Plan for 2020/21**

- January 2020: Visit of Indian Investor Company
- February 2020: Visit of Lithuanian Investor Company
- March – July 2020: Submission of High Potential Opportunity "Space for Clean Growth"
- October 2020: Involvement in World Space Week
- November 2020: Immersive Technology – Geospatial cross-sector event.

# SECTOR PROGRAMME: GAMING

## ***What are we doing and why is it important?***

We are seeking to champion, celebrate and strengthen the area's expertise in game and immersive technology content development. This area of the EM3 economy is proven to be highly productive and resilient. Its future relevance beyond entertainment is set to increase significantly, as 5G and immersive technologies enable innovation.

There is significant sector presence in the EM3 geography with 110 game development studios across the area. Game Development plays a critical role in the Enterprise M3 economy. NESTA identified the Guildford and Aldershot travel to work area as one of the key game development hubs in the UK. Virtual Reality and Augmented Reality have promising applications beyond entertainment in multiple local sector strengths including Aerospace, Space and Professional Services. The proliferation of 5G is expected to develop these use cases further and lead to the creation of a significant Immersive Technology industry complimenting the Enterprise M3 strengths in game development.

Supporting these industries means not only upholding sectors that are important to the future of the national economy, but also establishing Enterprise M3 as a unique hub of digital services and skills that can further complement key sectors.

Our aim is to:

- Bolster the international profile of the EM3 games / immersive development sector, increasing foreign direct investment in the region.
- Develop supporting public initiatives that alleviate the obstacles to growth faced by the sector and improve public sector collaboration.
- Foster the development of the more emergent immersive technology space and ensure an equally successful, closely linked and complimentary sector to the game development industry is established within EM3.
- Demonstrate the benefits of greater cluster cohesion and encourage the sector to manage and develop its shared assets as a collective.

## **Outputs:**

- Games and Immersive HPO
- Guildford Games shared storefront on digital distribution platform, Steam.
- Guildford Games cluster website and brand.
- Guildford Games Festival 2020.
- Cluster group structure

## **Success measures:**

HPO next steps and implementation

## **Plan for 2020/21**

- June 2020: Launch of Games and Immersive HPO.
- July 2020: Launch of Guildford Games shared storefront on digital distribution platform, Steam.
- September 2020: Launch of Guildford Games cluster website and brand.
- November 2020: Potential launch of Guildford Games Festival 2020.
- December 2020: Development and launch of proposed cluster group structure

# CAREERS ENTERPRISE COMPANY

## *What are we doing and why is it important?*

The Enterprise M3 LEP match funds a regional programme with the Careers and Enterprise Company. This is part of a national programme that supports the Government's Careers strategy to help schools achieve the Gatsby benchmarks.

The aim of the programme is to facilitate the co-ordination of best practice, share information and research on identified key skills that young people need to be successful in the workplace.

As part of this programme the EM3 LEP provides advice and guidance to businesses on how to engage with education in a meaningful and impactful way. This enables them to interact with their community, build employee social projects and understand and support the future of their workforce.

Business Ambassadors also known as Enterprise Advisers provide strategic support to educational establishments across the region, giving an insight into different industries and the employment opportunities within them. Within this role they also provide links to Business networks and contribute towards linking career to curriculum.

## **Plan for 2020/21**

- Develop a robust and embedded strategy
- To deliver a 75% quality coverage for schools/colleges across the region
- Expand coverage to SEND schools
- Investigation of the Hub model
- Development of Enterprise Adviser clusters
- Development of Cornerstone employers
- Development of a steering committee of key stakeholders to input into the Skills Advisory Panel and provide regional direction on the work of the CEC

## **Continued...**

- Commissioning of an evaluation of the service
- Development of the Hub model for 21/22
- Virtual Delivery model

## **Outputs:**

The CEC will set new KPI's which are reported on monthly which include;

- 115 establishments to be signed up to the network
- 85% establishments matched with a business volunteer, otherwise known as an Enterprise Adviser
- Schools in the network to achieve 70% in Gatsby Benchmark 5
- Schools in the network to achieve 60% in Gatsby Benchmark 6; 40% partially achieving
- Upgrade 60% of eligible schools in the network to Compass+



# **STRATEGY DEVELOPMENT AND COMMUNICATIONS PROGRAMMES**

# STRATEGY

## *What are we doing and why is it important?*

The EM3 holds evidence at the heart of everything it sets out to deliver. We also strive to remain agile and not stand still. Last year, EM3 carried out a number of pieces of evidence gathering work to inform and shape our forthcoming strategies. Evidence gathered includes extensive evidence to support the development and defining of the Local Industrial Strategy, vulnerable towns evidence, and comprehensive regular direct businesses intelligence (as part of the EU readiness fund)

Our **Strategy work** this year will include the development and finalisation of the following key strategies and areas of work:-

- **Local Industrial Strategy:** Building on the defining and development documents, the Local Industrial Strategy will set out the required interventions for the region
- **Recovery & Renewal Action Plan:** In direct response to Covid, a strategy that builds on the evidence base and LIS documentation and sets out actions to renew the local economy
- **Skills Strategy:** Delivering a local skills provision that better meets labour market needs, now and in the future. The strategy will set out the priorities
- **Smart mobility strategy:** A strategy to guide the LEPs investment decisions and support for initiatives to make sustainable travel easier and more attractive to people and businesses
- **Clean Growth strategy:** Building on the Energy strategy, and reviewing the success of the clean growth pilot programme
- **Future of the Growth Hub:** A target operating model for the 'in-house' Growth Hub

## **Outputs:**

- Local industrial strategy
- Recovery and Renewal Action Plan
- Clean Growth/ energy strategy
- Place/ transport strategy
- Skills Strategy

## **Plan for 2020/21**

- Develop final LIS and Recovery and Renewal Action Plan
- Use of Action Groups to develop thinking on new programmes – TAG workshops in development
- Continued development of digital connectivity programme, including business case for soft dig fibre route leading to “last mile” 5G coverage
- Increased focus on foreign trade and inward investment
- Support transformation – adoption of new technology, new ways of working
- Increased support for key sectors – Health & med tech, Space/Satellite & Games and Visualisation
- Devolution and Recovery White Paper expected to be published

# COMMUNICATIONS

Communicating our work and expertise and signposting to other sources of support is critical to the LEP's role and reputational success. Our main audiences are businesses, especially SMEs, Central and Local Government and other stakeholders.

Enterprise M3 will continue to produce engaging comms materials for each new project and communicate this to stakeholders, the media and social media channels with regular follow ups as milestones are reached.

Our regular newsletters have seen a significant increase in readership and will continue to act as a key communication tool. A new EM3 website was launched in 2019, this will be reviewed, refreshed and adapted to ensure it is fit for purpose. We plan to include new pages for International Trade and Investment and the CEC.

Social media continues to be an important tool and we will look to increase our reach on both Twitter and LinkedIn by sharing engaging posts, case studies and successes.

We work with communications teams in local authorities, higher and further education establishments, stakeholders and LEPs within our region to produce high quality communications which reflect the collaborative nature of the work we do.

Our suite of communication methods are crucial in engaging with our partners, businesses, members of parliament and government ministers as well as the wider LEP Network. We always have multiple streams of work occurring simultaneously and at pace across a number of sectors, and it is critical to identify the key messages for each project or investment and communicate this to those who need to know.

These tools will become even more important as we finalise our Recovery and Renewal Action Plan and begin to re-focus on the challenges and opportunities brought by the end of the transition period and leaving the European Union and an economic recession.

Continued...

Strong and inclusive internal communications remain an enhanced priority especially as remote working continues and LEP priorities change rapidly to address the challenges and opportunities to rebuild the growth needed to come out of economic recession

## Outputs

- Accessible and engaging website
- Annual Report
- AGM
- Sector specific events or virtual conferences
- Monthly or more frequent newsletters (eg daily news on pandemic impact and support for businesses)
- Regular engagement with MPs, ministers and key partners.
- Regular reporting on project milestones to BEIS
- Communicating milestones and achievements through media releases and social media updates, including ministerial quotations

## Plan for 2020/21

- Refreshed website by end of October
- Monthly or more frequent newsletters, as required
- Ongoing promotion of new projects via social and traditional media
- Enhance process to highlight project milestones effectively and source ministerial quotations
- Instigation of regular cluster comms leads meeting
- Build relationships with comms officers in local authorities
- Maintain high standards of internal communications including weekly whole team meetings, especially as remote working continues



# CONTINUOUS IMPROVEMENT



# CONTINUOUS IMPROVEMENT

## *What are we doing and why is it important?*

Enterprise M3, with new company status, maintains high, yet proportionate standards for financial management and procurement activities to ensure value for money and effective use of resources.

Systems and processes, including a formal scheme of delegation are in place to support this.

EM3 strives to continuously improve its efficiency and effectiveness

## **Plan for 2020/21**

- Restructure the team reflect the future delivery programme
- Appoint a new chair and improve the diversity of the Board
- NED recruitment
- New PMG Chair/New Nominations Committee Chair
- JLB Scrutiny session to review and scrutinise the activities of Enterprise M3 in the last 12 months
- Board Strategic Workshop focusing on future activity and development of the Board.
- Enterprise M3 budget setting for 2022/22 (including consideration of property requirements)
- Continue to improve processes to improve efficiency and effectiveness
- Annual Performance Review by Government
- Prepare for Annual General Meeting (June 2021)
- Capital programme year end and accruals
- Internal audit to ensure that Enterprise M3 and our Accountable Body are meeting the requirements of the National Assurance Framework.



# STRATEGIC RELATIONSHIPS

Enterprise M3 works closely with other business support organisations and Local Authorities and has formed strategic relationships to work together to deliver the priorities in the Strategic Economic Plan and the emerging Local Infrastructure Strategy.

Work with **Catalyst South** to develop a Southern voice. Given this, the group will focus on the following priorities:  
Identifying and promoting the South's role in driving economic growth.

Maintaining our leading role in making Britain a global trading nation, and to do this by:

- Promoting inward investment, supporting the large number of international businesses which choose to locate in the South
- Supporting the growth of the UK's major ports and airports, which are in the South
- Understanding the impact of COVID19 on the regional economy and responding effectively to that

Identifying priorities for future investment in our area, and to do this by:

- Engaging effectively on the future UKSPF
- Collaborating to leverage further private investment into the region
- Energy Hubs operational across 11 LEPs to increase the number, quality and scale of local energy projects being delivered across greater South- East.
- To start delivery of the Energy Strategy developed by Enterprise M3, Coast to Capital and South East LEP which aims to play a leading role in decarbonisation efforts; and to foster clean growth.

Leading the **South Central Cluster** of 4 LEPs (Coast to Capital, Thames Valley Berkshire, Solent) in the region to deliver joint activity, share best practice and work effectively with Government departments. Key activities include sharing of best practice; intelligence gathering (and analysis); Joint projects including specific projects to address impact of Covid and to support businesses through the EU transition period

Enterprise M3 LEP continues to work closely with **Transport for the South East** and fully supports the publication of the TfSE Transport Strategy as well as the submission to Government for the creation of a statutory sub-national transport body with the ability to make the case for investment in infrastructure to attract more investment in the region.

We are also fully involved and supportive on the work responding to the impact of Covid-19, the corridor studies and the development of a fully integrated Future Mobility Strategy.

The LEP will be responding to the fundamental impact of Covid-19 on transport, especially around aviation and **Heathrow**. Heathrow Airport is facing unprecedented challenges as the largest single site employer in the UK on our doorstep, with over 76,000 people usually employed on-site at Heathrow, and more in the wider supply chain, it is crucial for our local economy and communities that the aviation industry recovers, in a sustainable way, from the impact of this pandemic.

The LEP is closely involved with the work of the **Heathrow Strategic Planning Group** as well as working directly with local authorities and Heathrow itself bringing together local stakeholders to develop a sub-regional plan, outlining what is needed to implement the Heathrow recovery plan, essential for the future of local communities.

# DELIVERY PORTFOLIO SUMMARY

This diagram shows a summary of all the programmes, projects and operations that the EM3 will develop and deliver in 2020-21.

## Development

This includes the evidence gathering, analysis and strategy development. The strategy development activity for 2020-21 includes the development of 4 themed strategies and a new operating model for the Growth Hub:

LIS

Recovery &  
Renewal

Skills  
Action  
Plan

Growth Hub  
Target operating  
model

## Operations

This includes the day to day activities to support the development and delivery programmes, such as Communications, Governance, Financial management, programme management, and specific activities such as:-

Chair and NED recruitment; Review of budget and long term sustainability planning; Recruitment of high level staffing as part of reorganisation plans; Annual report and AGM

## Strategic relationships

A very important enabler of all of the work that is carried out by EM3 is partnership working. Key strategic relationships include, for example:-

Catalyst  
South

South  
Central  
Cluster

TfSE

Heathrow  
strategic  
Planning

## Delivery programmes

This includes all of the delivery programmes for 2020-21. All KPIs will be delivered by these programmes

### Capital programmes

Capital  
Programme

Programmes: Local Growth Fund; GEF; Getting Building Fund; Town Centre fund;

EZ Programme

Enterprise Zone delivery - Basing View; Longcross and Whitehill and Borden

### Business support programmes

Growth  
Hub  
delivery

Core Growth Hub offer

Business support  
projects

Additional projects:- Kick start tourism; Business support; Peer to peer network; EU transition

Sector  
programmes

Sector support offer for Space, Games, Clean Growth, Digitisation

Careers  
Enterprise  
Company

CEC evaluation of service and delivery

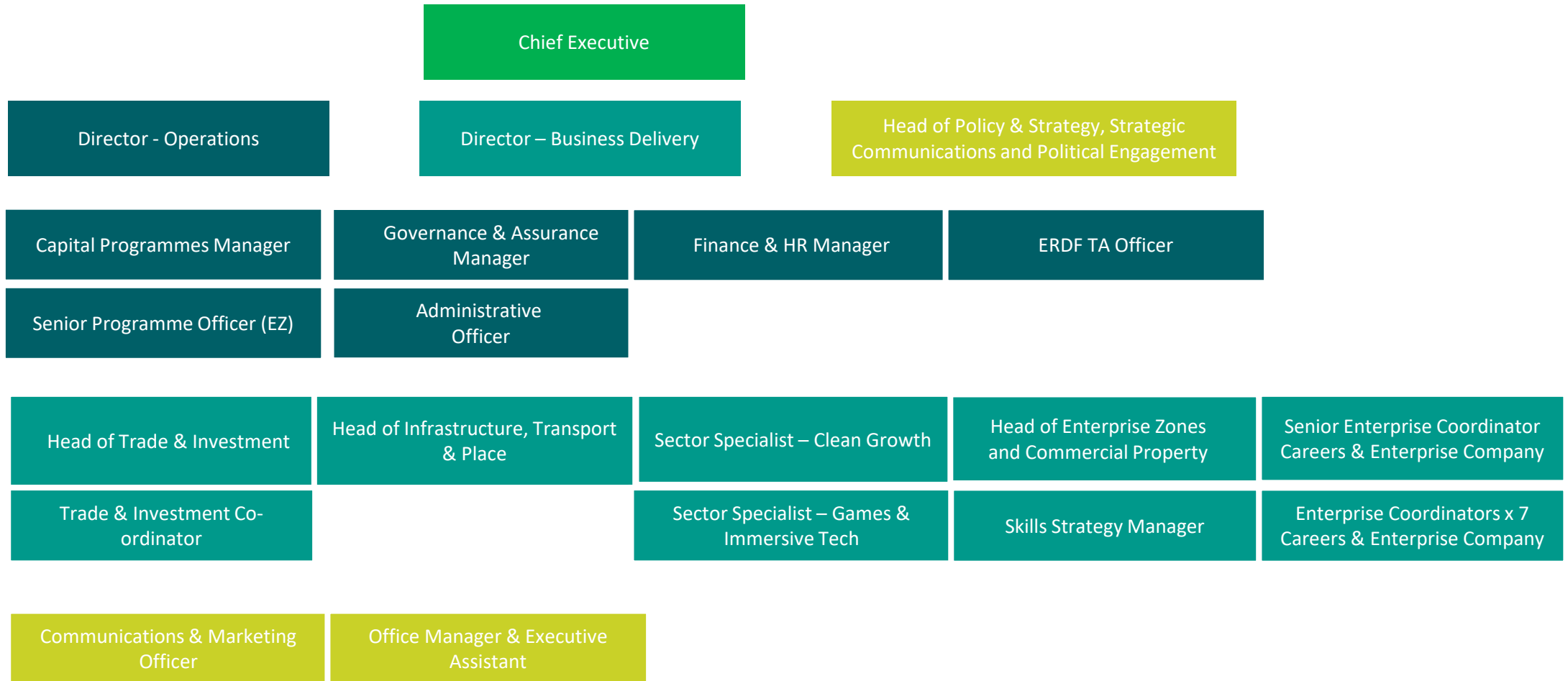
# MILESTONE PLAN

	Capital programmes	Business Support Programmes	Strategy development	Operations	External factors / Government
Q2 (Jul – September 2020)	<ul style="list-style-type: none"> <li>Supporting Town Centres Fund launched and projects supported</li> <li>Getting Building Fund launched and first projects contracted</li> <li>Gigabit EM3: Town and Rural business case completed</li> <li>Clean Growth Programme pilot starts</li> </ul>	<ul style="list-style-type: none"> <li>Gaming HPO launch and announcements due on 'wave 2' HPO</li> <li>Launch of Guildford Games shared storefront on digital distribution platform, Steam.</li> <li>Crisis coaching (GH)</li> <li>Webinar delivery (GH)</li> <li>ERDF Kickstart Tourism launches</li> <li>ERDF Business support launches</li> </ul>	<ul style="list-style-type: none"> <li>Decision on Growth Hub next steps</li> <li>Decision on the Internationalisation project due from MHCLG</li> </ul>	<ul style="list-style-type: none"> <li>AGM and Annual Report published</li> <li>NED recruitment commences</li> <li>New CEC contract</li> <li>Recruitment of staff</li> <li>JLB Scrutiny session</li> <li>Board Strategic Workshop</li> </ul>	<ul style="list-style-type: none"> <li>Devolution and Recovery White Paper expected to be published (likely to include Recovery Plan template)/housing &amp; planning announcements</li> <li>Comprehensive Spending Review</li> </ul>
Q3 (October – December 2020)	<ul style="list-style-type: none"> <li>LGF programme fully contractually committed</li> </ul>	<ul style="list-style-type: none"> <li>Peer to Peer Networks launch</li> <li>Growth Hub 2021/22 implementation</li> <li>Preparation for EU transition (GH)</li> <li>World Space Week</li> <li>Immersive Technology – Geospatial cross-sector event.</li> <li>Potential launch of Guildford Games Festival 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Recovery and Renewal Action Plan</li> <li>CEC evaluation report finalised</li> <li>Heathrow/aviation work</li> <li>Focus on trade and enterprise</li> </ul>	<ul style="list-style-type: none"> <li>New NED Board Member/New PMG Chair/New Nominations Committee Chair (as James Cretney and Mike Short will leave the Board)</li> <li>Enterprise M3 budget setting for 2022/22 (including consideration of property requirements)</li> <li>Fund management contract evaluation commences</li> </ul>	<ul style="list-style-type: none"> <li>Government decarbonising public buildings scheme launched</li> <li>Positioning catalyst South with govt and ministerial roundtables</li> </ul>
Q4 (January 2021 – March 2021)	<ul style="list-style-type: none"> <li>Capital programme year end and accruals</li> <li>Potential launch of Clean Growth Programme (after pilot)</li> </ul>	<ul style="list-style-type: none"> <li>Peer to Peer programme Evaluation</li> <li>ERDF programme evaluation</li> <li>Growth Hub 2021/22 implementation</li> </ul>	<ul style="list-style-type: none"> <li>Smart mobility strategy</li> <li>Skills Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment for new Chair concludes</li> <li>Annual Performance Review</li> </ul>	<ul style="list-style-type: none"> <li>Budget</li> </ul>



# APPENDICES

# 3.1 STRUCTURE CHART



Chief Executive

Director - Operations

Director – Business Delivery

Head of Policy & Strategy, Strategic Communications and Political Engagement

Capital Programmes Manager

Governance & Assurance Manager

Finance & HR Manager

ERDF TA Officer

Senior Programme Officer (EZ)

Administrative Officer

Head of Trade & Investment

Head of Infrastructure, Transport & Place

Sector Specialist – Clean Growth

Head of Enterprise Zones and Commercial Property

Senior Enterprise Coordinator Careers & Enterprise Company

Trade & Investment Co-ordinator

Sector Specialist – Games & Immersive Tech

Skills Strategy Manager

Enterprise Coordinators x 7 Careers & Enterprise Company

Communications & Marketing Officer

Office Manager & Executive Assistant

## 3.2 GOVERNANCE CHART

### The Enterprise M3 Board

The Enterprise M3 Board is responsible for the overall strategic direction of the LEP, establishing targets and priorities and monitoring progress towards those targets.

It is a business-led board made up of 20 members, split between the private, public and not-for-profit sector.

### Groups providing strategic advice to the Enterprise M3 Board

The following groups provide strategic oversight for different Enterprise M3 projects and funding streams and advise the Enterprise M3 Board on particular projects.

European  
Management  
Group

Programme  
Management  
Group

Nominations  
Committee

Resources,  
Finance and  
Audit Committee

COVID19 Sub  
Group  
(temporary)

### Action Groups

There are three action groups which are led by a chair from the private sector. These groups report directly to the Enterprise M3 Board and play a key role in providing specialist advice and recommendations on the delivery of the Strategic Economic Plan.

Enterprise & Innovation

Skills & Talent

Transport

### JOINT LEADERS BOARD

Made up of the 15 Local Authorities within the Enterprise M3 area, the JLB helps to advise Enterprise M3 on strategic priorities for growth and provides a mechanism for co-ordinating the combined contribution of councils on actions and activities to deliver the Strategic Economic Plan, and the resources required to implement them

Enterprise Zone Programme  
Steering Group

## 3.3 OPERATIONAL BUDGET

- The 2020/21 operational budget\* was approved by the Board in March 2020. Events around COVID-19 means that our work emphasis will be on supporting business to recover by securing the help they need through our LEP and Growth Hub activity, and work to secure the revival of our economy.
- Alongside this, our focus for the year is on implementing our developed Local Industrial Strategy; as well as a final push on getting remaining projects up and running; meeting funding targets; and continuing to deliver careers activity, Enterprise Zone and the Growth Hub service.
- Many of our operations will involve cross-sector engagement with business and other stakeholders.
- All revenue and capital funds relating to the LEP's activities, are held by, and accounted for by our Accountable Body, Hampshire County Council. The transactions and balances are separately identified within their accounting records, and subject to an annual external audit review, as part of the Council's accounts. Once audited, the accounts will be available on our website <https://www.enterprisem3.org.uk/governance>

\*This is under regular review to ensure as lean as possible and maximising income

2020/21 Operational Income and Expenditure	2020-21 BUDGET
	£'000
<b>Operational Activity - INCOME</b>	
Government funding	575
Partnership Contributions (LA,FE,HE)	355
Interest receivable on loans and LEP balances	511
Application Fees	400
EU Grant Income	27
Growth Hub management	45
Transfer from Capital to Revenue	149
Other	174
<b>TOTAL INCOME</b>	<b>2,236</b>
<b>Operational Activity - EXPENDITURE</b>	
Staff costs	1,638
Research, studies and consultancy	468
Due Diligence	133
Accountable Body	70
Running costs	452
<b>TOTAL EXPENDITURE</b>	<b>2,760</b>





## **3.4 LOCAL GROWTH FUND PROJECTS 2020-21**

**Current LGF projects (projects in bold are top 10 highest value)**

**Transport projects**

- A30 London Road Camberley Highways Improvements
- A31 Highway Resilience
- Aldershot Town Centre Railway Station - Phase I
- **Basingstoke SW Corridor to Growth (Brighton Hill Roundabout) - £3.65m**
- **Basingstoke SW Corridor to Growth (Thornycroft Roundabout) - £2.88m**
- Blackwater Valley Gold Grid - Surrey Public Transport Corridor
- Blackwater Valley Hotspots
- Brooklands Business Park Accessibility
- **Camberley Public Realm - £2.65m**
- Farnborough Growth Package (A325)
- Fleet Pond Green Corridor
- Guildford Quality Bus Corridors
- **Guildford Sustainable Movement Corridor (West) Phase 1 – £1.95m**
- Guildford Town Centre and approaches
- Meadows A30/A331 Camberley
- North Downs Line
- Town Mills Andover
- **Whitehill and Bordon Relief Road Phase 2 & A325 Integration Works - £4.85m**
- **Whitehill and Bordon STP - £2.42m**
- Woking STP Phase 1

Recently approved: Blackwater Valley Gold Grid - Hampshire Public Transport Corridor and Electric Vehicle On-Street Charge Point Installation Pilot

**Innovation projects**

- 5G Project - Phase 3
  - Aldershot Games Hub
  - Centre of Excellence in Horticultural Science and Learning - RHS Wisley
  - **Future Towns Innovation Hub - £2.7m**
  - Health Tech Accelerator
- Recently approved: **Basing View Living Lab - £1.96m**

**Skills projects**

- Aerospace Research and Innovation Centre
- Care Skills Centre Guildford College
- Electric Vehicle Training Centre - BCoT
- Innovation South Virtual Campus
- LaunchSpace - BCoT
- Sparsholt Animal Health & Welfare Research Facility






**Housing projects**

- **Weyside Urban Village - £2m**
- Recently approved: Aldershot Town Centre Regeneration

**Other projects**

- EZ3 Longcross Discovery Building
- **Fund Management Service - £4.86m**
- Supporting Town Centre Fund

# OUTPUTS SUMMARY 2020-21

Output type	Output numbers from Capital Programme
 New Homes completed	700
 Jobs created/safeguarded	950 (and 880 via Growth Hub)
 Apprenticeships	400
 Commercial floorspace created	7,500 sqm
 Learners supported	1,200



## MONITORING AND EVALUATION

- Enterprise M3 recently improved our monitoring and evaluation processes in line with the Assurance Framework. The revised Monitoring & Evaluation Policy is published at:  
<https://www.enterprisem3.org.uk/document/monitoring-evaluation-policy-2018>
- Enterprise M3 requires that all projects submit **quarterly monitoring reports** to the team and these are reviewed to ensure that the project is proceeding according to agreed timescales and delivering the outputs that we have forecast.
- Over the course of 2020/21, we will perform **spot checks** to verify this information on eight projects in our capital programme. This approach, and the appointment of a dedicated members of staff with responsibility for Monitoring and Evaluation, will further improve the quality of the information that we receive from our projects.
- At the end of 2019-20, Enterprise M3 carried out a **major independent Monitoring and Evaluation review**. The results were very positive and the recommendations will be implemented throughout 2020-21



## PIPELINE PROJECTS

By the end of 2020/21 we anticipate that we will have spent the full amount of Local Growth Fund that has been made available to us, totalling £218.8m.

In order to help us manage our capital programme, the Enterprise M3 Board has agreed that our capital programme can be over-programmed by 10% and we intend to utilise this in order to drive and accelerate delivery of our projects. The levels of our committed expenditure will be monitored closely by Enterprise M3 and will be reported at each Programme Management Group and Board meeting.

This pipeline approach assisted Enterprise M3 immensely when we were invited to submit potential projects under the Getting Building Fund. It will also assist if other projects do not deliver as planned.

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Delivering prosperity through innovation