

Enterprise M3 Board meeting

30 November 2017

Enterprise M3 Business Plan 2017/18 Mid-Year Progress Update– Item 16

Enterprise M3 Board Members are asked to:

NOTE the ongoing progress against the Enterprise M3 Business Plan in 2017/18.

Overview

- 1.1 This document aims to give an update of the main projects Enterprise M3 will be working on in 2017/18.
- 1.2 We have reviewed progress made against the 2017/18 Business Plan and strong progress has been made to date. The key areas outstanding are detailed in the bullet points below.
 - Recruit Digital Taskforce Manager – *Seeking to repost job advertisement early in 2018*
 - Refresh key elements of the 2014 Housing Evidence Study – *Likely to re-visit in 2018/19*
 - Develop Communications Strategy to reinforce key messages to Government/Partners – *In development but has not yet been implemented*
 - Develop future plans for Growth Hub operation including future funding and sustainability – *Waiting on results of the independent evaluation and announcements made in the Autumn Budget/Industrial Strategy.*
 - Recruit team to support EZ3 – *Unable to recruit to date, the Programme Officer role is currently being advertised however posts will be reviewed as part of the EM3 Organisational Review*
- 1.3 Table 1 within the document evidences Enterprise M3's progress against its' 11 key priorities for 2017/18.
- 1.4 Input from Board members on the content of the Business Plan update is highly welcomed with comments emailed to Jordan.tame@enterprisem3.org.uk

Jordan Tame/Rachel Barker
23 November 2017



Driving prosperity in the M3 corridor

BUSINESS PLAN 2017/18

Mid-year progress update – November 2017

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Table 1: 11 Key activities for 2017/18*

*Please note: These activities are not in priority order but reflect the order of this business plan

Key Activity	Page number	Key Dates/Deadlines	Area	Team Lead	Mid-year status	
1. Update and publish our Strategic Economic Plan (SEP) taking into account feedback from stakeholders and the outcome of the Government's Industrial Strategy to be published in Autumn 2017. Following conclusion of the SEP refresh identify key priorities for 18/19	8	Draft report to Board: September 2017 Consultation: October 2017 Publish final SEP: March 2018	Strategic Economic Plan	Jude Robinson	Consultation is on track to begin in October 2017 following an update at September's Board meeting	
2. Develop Growth Hub to deliver against EM3 strategy and submit Scale Up Plan to Government	10	Board Review End Sept. End of July 2017	Enterprise and Innovation	Chris Quintana	Scale Up Plan submitted to Government and evaluation of GH underway.	
3. Work with partners to progress individual interventions and investments across the Enterprise Zone in line with the Implementation Plan. In particular secure projects that can utilise LGF 3 £10m spend	11	March 2018	Enterprise Zone	Mark Pearson	Ongoing to progress interventions and investments. Agreed £5m LGF 3 spend in 17/18. £5m to be spent in 18/19	
4. Publish Science and Innovation Audit Report following Government Announcements and prepare for implementation in phase 2	11	September 2017	Enterprise and Innovation	Sue Littlemore	Science and Innovation Audit published 21 st September. Preparation for next phase underway. SL/MS volunteered to lead.	
5. Set up joint virtual team on account management, international issues and implement CRM for team and local councils	12	Dec. 2017	Internationalisation	Chris Quintana	Internationalisation post recruited. CRM system currently being procured by HCC	

6. Establish high quality Skills Action Group to assist in the development of EM3 approach to skills. Skills policy to be developed within SEP	13	December 2017	Skills	Sarah Carter	Research into shape of group has taken place, further thought needs to be given before establishing it.	
7. Contribute to the work of Transport for the South East, in lobbying and providing strong evidence for investment in transport infrastructure in the EM3 area	15	Runs throughout 2017/18	Transport	Kevin Travers	Ongoing, meeting regularly with TfSE, had two partnership meetings and engaging with the Transport Forum	
8. Work closely with scheme promoters to ensure the £45.7m of LGF funding for 2017/18 is spent during the financial year to deliver outputs in line with our SEP	16	March 2018	Local Growth Fund	Rachel Barker	Ongoing, Schemes are progressing however current forecast spend of £44.5m	
9. Recruit new chair and board members and review board member involvement in groups, including establishing a Finance Resources and Audit Committee (FRAC) who will oversee the proposed Capital to Revenue swap of £3 million	19	March – July 2017 Sept- March 2018	EM3 Board	Rachel Barker/ Kathy Slack	Completed. Mike Short Chaired first Board meeting on 28 th September. The FRAC group has been established and re-named to Resources, Finance and Audit Committee.	
10. Promote Enterprise M3 performance, activities and provide thought leadership throughout the year, in particular using key events such as EM3's Annual General Meeting in June 2017 and SEP events	21	Runs throughout 2017/18	Communications/ All areas	Sarah Carter/ Toju Ogbe	Ongoing. Key events have taken place, including AGM, SEP events, EZ Launch,	

<p>11. Increase our involvement and engagement with businesses to ensure their views shape our strategies, actions and projects to create an environment for businesses to flourish and grow</p>	<p>22</p>	<p>Runs throughout 2017/18</p>	<p>Business Engagement</p>	<p>Chris Quintana/All</p>	<p>Ongoing, included in SEP workshops, Fund Management Procurement will assist with business engagement in relation to funding.</p>	
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3. Strategic Context

3.1 Strategic Economic Plan

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Complete 'Call for Evidence' and Stakeholder engagement phase of the Strategic Economic Plan Refresh by August 2017 	Completed.	
<ul style="list-style-type: none"> Publish draft refreshed SEP in October 2017 	The Draft SEP Refresh document was published as consultation document on Friday 27 th October 2017	
<ul style="list-style-type: none"> Undertake consultation on draft document between September and December 2017 	Delayed. SEP Refresh document published for consultation on Friday 27 th October 2017 with a closing date of 11 th December.	
<ul style="list-style-type: none"> Review impact on Industrial Strategy due to be published November 2017 	Industrial Strategy not yet published but plans have been made to incorporate the Industrial Strategy once announced.	
<ul style="list-style-type: none"> Publish final SEP by March 2018 	Ongoing. Consultation taking place and on track to deliver by March 2018	
<ul style="list-style-type: none"> Develop Communications Strategy to reinforce key messages to Government/partners 	Ongoing. In development, will be a living document for team use however it's use has not yet been implemented.	

3.2 European Structure and Investment Funds

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Issue calls through Managing Authorities in line with EU timetable 	Ongoing. Issued 2 ERDF Calls (April and June) in line with Call Windows. 2 scheduled to be published in November and remainder to be published in March.	
<ul style="list-style-type: none"> Lobby and keep pressure on Managing Authorities on the ESIF assessment process 	Ongoing. Lobbying when possible on assessment process.	
<ul style="list-style-type: none"> Set up an Enterprise M3 ESIF practitioner network to exchange best practice, share lessons learned between partners and deepen understanding of the European Commission requirements 	Completed and Ongoing. First meeting took place August 2017. Further meetings planned.	
<ul style="list-style-type: none"> Feed into DCLG led consultation on the replacement fund of ESIF called 'UK Shared Prosperity Fund' 	Ongoing. Attended Consultation Events. Awaiting publication of consultation before responding.	

<ul style="list-style-type: none"> Deliver outputs associated with the ERDF TA project 	Ongoing. Project Change request verbally approved and good progress on outputs being delivered.	
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3.2.1 European Programmes (ESF,ERDF and EAFRD)

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Engagement with potential bidders through TA project to facilitate well developed applications to be submitted 	Ongoing. 2 events were held with 1 upcoming. Discussions with applicants are ongoing.	
<ul style="list-style-type: none"> Consultation with stakeholders to develop ESF/ERDF/EAFRD projects as outlined in ESIF Strategy 	Ongoing. 2 events were held with 1 upcoming. Discussions with applicants are ongoing.	
<ul style="list-style-type: none"> Identification and development of match funding for future projects 	Ongoing. Identification and development of funding is completed on project by project basis. Advice is provided to applicants and team on what is able to be used.	
<ul style="list-style-type: none"> Management of contracted projects in conjunction with Managing Authority and Opt-in organisations 	Ongoing. Updates are given at ESIF Committee Meetings and ESIF Practitioners network. Developing relationships to informally measure impacts against ESIF and the wider Strategic work of EM3.	

3.3 Economic Intelligence

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Develop a more holistic approach to bringing together economic intelligence and policy intelligence to inform the strategic priorities for EM3 	Completed as part of the SEP Refresh process looking at the local economic context and partner priorities.	
<ul style="list-style-type: none"> Commission economic intelligence data from the dedicated team at Hampshire County Council and improve how we use this data in all our activities 	Ongoing. Commissioned data when needed, monthly headline economic dashboard published on website.	
<ul style="list-style-type: none"> Develop promotional activity to highlight key findings and stimulate debates amongst partners from economic intelligence findings 	Ongoing. Will use current phase of SEP to stimulate debate i.e. consultation with partners.	
<ul style="list-style-type: none"> Submit Industrial Strategy Response to Government mid April 2017 	Completed. Response submitted to Government	
<ul style="list-style-type: none"> Continue to lead the Industrial Strategy agenda at a local level, with an emphasis on sector deals, in particular, for the Aerospace and Defence sector, as well as the Digital sector, which will look to develop far stronger effective linkages in the supply chain and with trade partners 	Intend to re-brand SEP as EM3's industrial strategy including key activities to support key sectors.	

<ul style="list-style-type: none"> The updated SEP will reflect the themes identified in the Industrial Strategy and make recommendations on how we can work with partners to take forward further actions in these key areas 	Industrial Strategy yet to be published SEP document will be branded as EM3's Local Industrial Strategy and will align with key Gov priorities and potential funding streams. Will also include work with partners to take forward further actions in these key areas	
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4. Key themes

4.1 Enterprise and Innovation

4.1.1 Growth Hub

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Extend the current Growth Hub Contract to September 2018 after gaining approval at the May 2017 Board 	Completed. Approval has been given by David Kelly, HCC's Head of Legal Services.	
<ul style="list-style-type: none"> Prepare and present Growth Hub Business Plan to EM3 Board in September 2017 	Completed. The Growth Hub presented their Plan to the board in September	
<ul style="list-style-type: none"> Commission activity for an independent evaluation of the Growth Hub upon its progress against its Strategic Plan 	Ongoing. Warwick Economics and Development (WECD) were procured to undertake the evaluation of the Growth Hub. An Interim report was presented to the Board in September 2017. A Final report is to be presented to the Board in January 2018.	
<ul style="list-style-type: none"> Develop future plans for Growth Hub operation including future funding and sustainability 	Ongoing. Waiting for Autumn Budget and results of WECD evaluation.	
<ul style="list-style-type: none"> Submit Scale Up Plan to Government by end of July 2017 	Completed. Scale Up Plan was submitted although no feedback has yet been received. The Growth Hub have been tasked to draft a business case to take forward the scale up programme. The plan would be to use revenue funding obtained by an agreement to swap Growth Hub allocated LGF capital if additional funding is not forthcoming from government to support the scale up initiative.	

4.1.2 Enterprise Zones

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Deliver the official launch event of EZ3 on 7 July 2017 and promote the EZ3 at MIPIM UK. 	<p>Completed. The launch event was well attended and successful.</p> <p>EZ³ were part of the GTV stand at MIPIM UK in October 2017</p>	
<ul style="list-style-type: none"> Recruit team to support EZ3 (Director, admin. and Marketing support) September 2017 	<p>Delayed. Unable to recruit Programme Officer, the role will be re-advertised in November 2017, The Director-level post will be reviewed in January 2018 as part of the EM3 Organisational Review. Core members of the Enterprise M3 team are currently supporting the EZ³.</p>	
<ul style="list-style-type: none"> Work with partners to progress individual interventions and investments across the Enterprise Zone in line with the Implementation Plan. In particular secure projects that can utilise LGF3 £10m with spend by March 2018. 	<p>Ongoing. Agreed £5m LGF 3 Spend in 17/18. £8m to be spent in 18/19 following increase of funding to £13m. No funding has yet been spent as of the writing</p>	
<ul style="list-style-type: none"> Work with local partners to support the marketing of individual component sites of EZ3 to attract investment, innovation and enterprise to EZ3. Accelerating investment into the three sites to maximise opportunities for inward investment and business growth 	<p>Ongoing. Marketing is discussed at each PSG. Our presence at MIPIM to promote our EZ3 also used as an opportunity for individual components.</p>	
<ul style="list-style-type: none"> Procure a high quality ground breaking AR/VR style promotional film of the EZ3 to stimulate interest in and increase investment to the Enterprise Zone By Oct 2017 	<p>Completed. EZ3 were awarded £37,500 from a capacity bid of which was used to procure Spinning Clock Ltd who created the promotional film that was debuted at MIPIM UK.</p>	
<ul style="list-style-type: none"> Develop the cross-cutting support programmes, business support, skills and 5G communications opportunities in readiness for implementation in 2018/19 	<p>Ongoing. The cross-cutting programmes are a standing item on the PSG's agenda and preparation is underway for implementation in 18/19.</p>	

4.1.3 Science & Innovation

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Submit final Science and Innovation Audit Report to government for review by the end of 2017 	<p>Completed. Report submitted to Government</p>	
<ul style="list-style-type: none"> Publish Science and Innovation Audit Report in September 2017 following Government announcements 	<p>Completed. Reports were published by Government on 21st September and EM3 marketed its release via social media, it's website and emails to partners</p>	

<ul style="list-style-type: none"> Ensure work from audit feeds into SEP refresh and development of sector deals 	Ongoing. SIA Report findings has been fed to Metro Dynamics and Jude Robinson for inclusion in the SEP.	
<ul style="list-style-type: none"> Secure future funding for phase 2 from partners 	Ongoing. Enterprise M3 are hopeful of securing funds from government but a greater buy in and funds from partners is needed.	
<ul style="list-style-type: none"> Lead and work with Government and other partners to ensure SIA impact including the further development of recommendations from audit. 	Ongoing. Innovation South led by Mike Short and Sue Littlemore have volunteered to lead on phase 2	

4.1.4 Internationalisation

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Secure a senior project support officer to act as a central point for enquiries and develop common marketing material by Dec 2017 	Completed. Paulina Piotrowski started with EM3 on 9 th October 2017. Her time will be split between EM3, HCC and SCC as the post is jointly funded.	
<ul style="list-style-type: none"> Establish a joint virtual team to draw in investments and improve the number of inward investments into the area by Dec 2017 	Ongoing. Project Officer is working with Invest in Hampshire, Invest in Surrey and Local Authorities to establish these teams.	
<ul style="list-style-type: none"> Establish and set up a CRM system that is utilised effectively by the team and partners to support inward investment activity across the Enterprise M3 area by Dec 2017 	Ongoing. Procurement of CRM System sits with Hampshire County Council. Presentations have been given by potential providers of a CRM system and an Invitation to Quote has now gone live. We expect to select a supplier in early December with development, implementation and testing completed by the end of Q4 2017/18.	
<ul style="list-style-type: none"> Support the delivery of an EU exports programme managed by Department of Trade. 	Ongoing. The Growth Hub are tasked to support this activity and will work with DIT. An internationalisation ERDF call has also been published which would complement this activity.	

4.1.5 Digital

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Review of broadband position and identification of next steps with stakeholders in central and local government as well as the private sector, utilising LGF 3 allocation 	Delayed. Review work on broadband position took place with data collected however focus has shifted following national funding call from Government on broadband.	

<ul style="list-style-type: none"> Develop a digital focussed approach than runs through EM3 activities, including looking to develop the digital theme within SEP refresh 	Ongoing. Being taking forward through SEP document.	
<ul style="list-style-type: none"> Recruit Digital Taskforce Manager. We are revisiting the scope and nature of this role to make it more attractive to potential applicants and are looking at how we can resource this area in the short term. 	Ongoing. Last round of interviews was unsuccessful. Seeking to repost job advertisement early in 2018.	
<ul style="list-style-type: none"> Develop upon the opportunities of Digital Enabling Technologies for Innovation South 	Completed. Science and Innovation Audit identified opportunities and priority areas, further development on these need.	
<ul style="list-style-type: none"> Develop a Digital Action Plan and actions to communicate our work in this area 	Delayed. On hold whilst waiting results of SEP Refresh.	

4.2 Skills

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Develop approaches in line with outcome of SEP Refresh in particular develop approach for forecasting future needs 	Awaiting outcome of SEP Refresh	
<ul style="list-style-type: none"> Establish Skills Action Group to assist in the development of EM3 approach to skills 	Ongoing. Research into shape of group has taken place, further thought needs to be given before establishing it.	
<ul style="list-style-type: none"> Develop policy approach for Transforming Colleges LGF programme, and set out policy for use of LGF3 funds. Establish process for application and assessment of funds 	Linked to SEP Refresh. Awaiting outcome.	
<ul style="list-style-type: none"> Work with partners to develop an approach to the possible devolution of skills activity in Surrey and Hampshire. 	Ongoing. Engaging with partners although not leading within the area.	
<ul style="list-style-type: none"> Explore future organisation of colleges with college network following Post 16 Reviews and identify funds to support transformation 	Ongoing. Continuous conversation linked with LGF and Policy changes from Government.	
<ul style="list-style-type: none"> Support future development including exploring scope and structure of Institute of Technology (IoT) and explore closer links between HE and FE 	IoT submission supported from Innovation South (Tuesday 30 th). 7 HE partners in the submission and 14 FE Colleges and 8 large business partners.	

4.2.1 Careers and Enterprise Company

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Extend the Careers and Enterprise Company Contract for a further year 	Completed. Contract extended until August 2018 however the provider Basingstoke Consortium will cease	

	to trade as of December 2017 and discussions taking place on how best to address the situation.	
<ul style="list-style-type: none"> Investigate options to deliver Careers and Enterprise service across the EM3 area including drawing in matched funding 	Ongoing. Currently identifying how to take forward.	

4.3 Land and Property, including Housing

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Refresh key elements of the 2014 Housing Evidence Study including the key housing sites maps. 	Delayed due to capacity constraints and failure to recruit to the Housing Policy Manager role, likely that we will look at this in 2018/19.	
<ul style="list-style-type: none"> Work with Local Authorities, developers and housebuilders to highlight funding available to accelerate housing delivery 	Ongoing. Worked with LAs submitting bids to the Housing Infrastructure Fund from DCLG and HCA	
<ul style="list-style-type: none"> Develop closer working relationships with other Action Groups and across local areas in particular the Growth and Step-up Towns 	Ongoing. Communication across Action Groups is improving as well as across local areas.	
<ul style="list-style-type: none"> Respond to Local Plan consultations, in particular in Growth and Step-up Towns 	Completed – responses to Guildford and Rushmoor submitted earlier this year. Plan to respond to London Plan consultation in in due course.	

4.3.1 Manydown / Western Basingstoke

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Continue to lead the Education and Skills work stream to deliver the work programme set out in the March 2017 report. 	Ongoing. Enterprise M3 involved as part of steering group.	
<ul style="list-style-type: none"> Tender and take forward HE options study including running workshops and producing report by end of financial year March 2018 	Ongoing. D See Education and Training Ltd were procured to undertake the study. Report to be produced by March 18.	

4.4 Transport

4.4.1 Strategic Transport Investment

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Contribute to the work of Transport for the South East, in lobbying and providing strong evidence for investment in transport infrastructure in our area and supporting developing the economic vision 	Ongoing. Meeting regularly with TfSE, had two partnership meetings and engaging with the Transport Forum. The LEP are well engaged in this area.	
<ul style="list-style-type: none"> Work with neighbouring LEPs to continue to develop the economic evidence base. 	Ongoing. TfSE review on economic connectivity is in the process of being commissioned, Once actioned this will take the economic evidence base forward.	
<ul style="list-style-type: none"> Input to the Network Rail Initial Industry Plan (IIP). 	Completed. Network Rail IIP process has changed and schemes are now taken forward as individual business cases. Have given formal support of OBC for Woking Capacity Improvements and continue to lobby for infrastructure improvements through events such as Crossrail 2 Round Table	
<ul style="list-style-type: none"> Input to the Highways England Road Investment Strategy 2 process. 	Phase 1 Completed. Fed initial priorities through TfSE group. Will provide focused EM3 response when asked.	
<ul style="list-style-type: none"> Lobby Government on priority projects for EM3, such as the A3 around Guildford in particular 	Ongoing. Regularly attend Guildford Joint Infrastructure Group (JIG) and lobby on priority projects. Key schemes are included in the Highways England Road Investment Strategy (RIS) 2.	

4.4.2 Transport Capital Programme Delivery and Development

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Deliver approved programme of transport infrastructure schemes 	Ongoing.	
<ul style="list-style-type: none"> Develop optimal packages of schemes for the transformational schemes in the Blackwater Valley and Guildford 	Ongoing. Blackwater Valley Phase 1 going to PMG in November with other elements still needing to come forward. Unlocking Guildford packages, strategic business case being developed, the business cases due later in 17/18.	
<ul style="list-style-type: none"> Develop a pipeline of future schemes that can be used to respond to funding opportunities and accelerate delivery 	Ongoing. Revenue funding identified to assist LAs in this area. Allocation due later this financial year.	

4.4.3 Airport expansion in the South East

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Input directly into government and Heathrow consultations on the development of the airport 	Ongoing. New consultation announced, Enterprise M3 will input into it.	
<ul style="list-style-type: none"> Promote the delivery of Western and Southern Rail Access Schemes 	Ongoing. Have met with Heathrow, Southern Rail and continue to work with partners to promote schemes.	

4.5 Rural

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Undertake Rural Action Group Survey to identify assets, issues and opportunities affecting the rural economy within Enterprise M3 	Completed. 7 responses received from members of the group. Key themes identified were: <ul style="list-style-type: none"> Housing, planning and transport in a rural/sustainable context Implications of Brexit – particularly for access to a skilled workforce and future of agricultural subsidies Sustainable energy and low carbon Digital connectivity 	
<ul style="list-style-type: none"> The Rural Action Group will develop an action plan with key areas of policy focus (building on the results of the priorities survey and the SEP update). This will include a programme of activities to raise the profile of significance of the rural economy and the projects we are supporting in this area 	Ongoing. Secured £40k funding from BEIS for sustainability and energy strategy.	

5. Funding

5.1 Local Growth Fund

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Work closely with scheme promoters to ensure that as much as possible of the £45.7m of LGF funding 2017/18 is spent during the financial year. 	Ongoing. Schemes are progressing however current forecast spend is £44.5m.	
<ul style="list-style-type: none"> Develop a new Expenditure and Outcome Dashboards for PMG and Board, underpinned by a new recording system in Microsoft Access 	Completed and ongoing. The switch has been made to Microsoft Access and dashboard format has been developed, Updated dashboards are created by HCC.	

5.2 Growing Enterprise Fund

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Give consideration to merging the GEF and LGF funds following the conclusion of the SEP Refresh 	Ongoing and have held discussions with government on this approach. Waiting on conclusion of the SEP Refresh	

5.2.1 Funding Escalator

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Extend Active Period until end of June 2018 	Completed.	
<ul style="list-style-type: none"> Develop specification for future 'Access to Finance' service 	First draft of Specification was sent to HCC Procurement team on Friday 20 th October and an update was provided to PMG on 16 November 2017.	
<ul style="list-style-type: none"> Participate in quarterly Funding Escalator Steering Group meetings to ensure linkages to other programmes and proactive marketing of the scheme 	Ongoing. Regularly attending Steering Group meetings and linking activities together with FSE	
<ul style="list-style-type: none"> Co-operate with other LEPs to look for synergies and join investment opportunities 	Ongoing. A joint Fund Management exercise was discussed however timetables were not aligned for this to be realised.	
<ul style="list-style-type: none"> Complete evaluation of Funding Escalator to date. 	Completed. An Evaluation was completed by Hanmer Management during Summer 2017.	

5.3 European Funding

5.3.1 Other EU funding programmes

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> 4 new ESF direct call specifications to open in Summer/Autumn 2017 	Delayed. Due to be published in 2018.	
<ul style="list-style-type: none"> 3 new ERDF calls to open in the Autumn/Winter 2017 	Ongoing. 2 ERDF calls due to be published in November following change of Call Window from January to March.	
<ul style="list-style-type: none"> Support applications under the 3 EAFRD calls currently open and a combined total of £3.6m 	Ongoing. In contact with applicants providing support on an as needed basis.	
<ul style="list-style-type: none"> Develop further specifications focusing on outcome of the Sciences and Innovation Audit and helping commercialisation of new products 	Completed. 2 specifications drafted due for publication in November 17.	

<ul style="list-style-type: none"> Run ESF and ERDF Technical Assistance Projects. Prepare quarterly claims 	Ongoing. ERDF quarterly claims are up to date. ESF claims delayed, will merge Q1 and Q2 claims.	
<ul style="list-style-type: none"> Update ESIF implementation Plan and related Project Trackers 	Ongoing. Up to date and published on the EM3 website.	
<ul style="list-style-type: none"> Appoint new ERDF TA Project Officer 	Completed. Susan George was appointed and started with Enterprise M3 on 30 th October.	
<ul style="list-style-type: none"> Seek opportunities to bid for other EU funding programmes 	Ongoing. Difficult in current climate of Brexit uncertainty	

5.4 Government and match funding

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Present our achievements over the last year to funding partners as part of process to secure on going funds – September 2017 	Ongoing with different groups. Will be reporting to Government as part of our Annual Conversation on 24 November 2017.	

5.5 Other funding streams

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Explore the possibility of extending our income to build in greater sustainability 	Ongoing. Capital to Revenue transfer secured.	
<ul style="list-style-type: none"> Review the application fee process 	Ongoing, will formally review in March 2018.	
<ul style="list-style-type: none"> Complete quarterly LGF returns to Government – Apr, July, Oct, Jan 	Ongoing.	
<ul style="list-style-type: none"> Complete quarterly Growth Hub performance returns - Apr, July, Oct, Jan 	Ongoing.	

6. Governance

6.1 Accountable Body

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Look to complete a Capital to Revenue Transfer of funds and develop a policy for use of these funds 	Ongoing. Capital to Revenue transfer was approved and completed. The PMO group developed initial policy of spending first tranche on scheme/pipeline development.	
<ul style="list-style-type: none"> Update Risk Register on a quarterly basis 	Ongoing. Risk Register was last updated and agreed at the September 2017 Board. Likely to be three times yearly due to Board meeting dates.	

• Support the internal annual audit of Enterprise M3 accounts in May/June 2017	Completed successfully and accounts published on website and in Annual Report.	
• Support the annual Growth Hub audit in April/May 2018	Will be actioned in 2018.	
• Support the Transport Delivery Excellence audit in September	Completed. Slightly delayed but completed in November	
• Update the Assurance Framework in February 2018	Ongoing. Will be presented at the January 18 Board.	
• Continually improve information available on website	Ongoing. All projects are now available on the website as well as information on EM3's Governance.	

6.2 Enterprise M3 Board

Planned actions in 2017/18:	Mid-year status	
• Recruitment of a new Chair for the Enterprise M3 Board and support the transition of a new Chair to the Enterprise M3 Board	Completed. Mike Short was announced as Chair of the Board following Geoff French's departure.	
• Develop succession policy for future board membership by March 2018	Ongoing. Succession policy to be presented to the Board in 2018.	
• Strategic Workshop to be held with Board Members in May 2017 to discuss SEP Refresh	Completed. A workshop was held in Weybridge in May.	
• Recruit new Enterprise M3 Board Members	Ongoing. Linda Cheung, Col. Simon Browne, Cllr Julia Potts and Cllr John Furey have all joined the Board in 2017.	
• Establish a Finance Resources and Audit Committee	Completed. Name changed to Resourcing, Finance and Audit Committee. First meeting took place on 23 rd October 17.	
• Review the involvement of Board Members in action and sub groups. Sept.- Dec 2017	Delayed. Awaiting outcome of SEP Refresh.	

6.3 Programme Management Group (PMG)

Planned actions in 2017/18:	Mid-year status	
• Review the Programme Management Group Terms of Reference in September 2017	Delayed and will take place in January 2018 alongside Assurance Framework review.	
• Invite Chair of Enterprise Zone Programme Steering Group to join the PMG	Completed.	

6.4 European Management Group (EMG)

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Continue to support Zoe Gray, Chair of the ESIF Committee 	Ongoing support is given to Zoe.	
<ul style="list-style-type: none"> Organise a consultation of the ESIF Committee on the new 'UK Shared Prosperity Fund' 	ESIF Committee being kept up to date and working with DCLG to present in early 2018 and receive feedback.	

6.5 Action Groups

6.5.1 Enterprise and Innovation Action Group

6.5.2 Global Competitiveness through People Board

6.5.3 Land and Property Action Group

6.5.4 Transport Action Group

6.5.5 Rural Action Group

Planned actions in 2017/18 (joint for all action groups):	Mid-year status	
<ul style="list-style-type: none"> Convene a meeting of all Action Group Chairs following the conclusion of the SEP Refresh 	Awaiting conclusion of the SEP Refresh	
<ul style="list-style-type: none"> GCP Board – Review, refresh and recommend the structure, membership and terms of reference of the Action Group 	Ongoing. Research into format of the group has taken place.	
<ul style="list-style-type: none"> Review membership of all action groups to incorporate more business engagement 	Delayed. Awaiting outcome of SEP Refresh	

6.6 Joint Leaders Board (JLB)

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Present formal feedback on key achievements to the JLB at least once a year in July 2017 following the publication of the EM3 Annual Report 	Completed. Formal feedback was presented to the JLB in July 2017.	
<ul style="list-style-type: none"> Liaise with JLB to appoint new Local Authority representation to PMG and Board 	David Clifford joined PMG and Julia Potts joined the Enterprise M3 Board in 2017.	

6.7 Enterprise Zone Programme Steering Group (PSG)

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Review the implementation plan and progress towards generating business rates income growth at the end of March 2018 	Ongoing. The Implementation Plan is a standing item on the PSG agenda to allow for constant review and improvement.	
<ul style="list-style-type: none"> Review the make up and role of the PSG in March 2018 	Not due to be actioned until 2018 and will await outcome of SEP Refresh.	
<ul style="list-style-type: none"> Oversee development of overarching plans contained within the EZ³ Implementation Plan 	Ongoing. Activity is constantly monitored both by the EZ ³ Programme Director but also by individual site leads and the monthly PSG.	

7. External Relations

7.1 Communications

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Implement communications Strategy and create calendar of media activity and in particular develop a more digital centred approach 	Ongoing. A digital approach is being taken with the creation of videos and increased social media us. An internal calendar of activity has been created.	
<ul style="list-style-type: none"> Develop stakeholder engagement strategy 	Ongoing. Still in development.	
<ul style="list-style-type: none"> Develop events calendar e.g. SEP stakeholder, Venturefest, FIA 2018 etc to promote Enterprise M3 performance throughout the year in particular using key events such as Enterprise M3's Annual General Meeting in June 2017 	Ongoing. Framework document created but is considered a living document and undergoes changes regularly.	
<ul style="list-style-type: none"> Produce collateral to support increased awareness of Enterprise M3, including publishing Enterprise M3's Annual Report for 16/17 in June 2017 	Ongoing. Collateral has been produced including the Annual Report, Enterprise Zone leaflet and a general EM3 leaflet	
<ul style="list-style-type: none"> Evaluate success of communications, social media and feedback from partners and look at procuring monitoring tool. 	Ongoing. Manual evaluation through social media analytics taking place.	
<ul style="list-style-type: none"> Continue to improve the website and social media as development tools keeping up to date 	Ongoing. The website is up to date and social media is being used frequently.	
<ul style="list-style-type: none"> Ensure we continue to meet transparency guidelines within the Assurance Framework 	Ongoing. Mary Ney report published. Compliant as of publication and will work on suggestions for the February assurance framework update.	

7.2 Business Engagement

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Our refresh of our SEP will consider how we further support business and business is involved in consultations 	Awaiting conclusion of SEP Refresh	
<ul style="list-style-type: none"> Future research and economic intelligence activity will incorporate business views both in shaping needs and policy 	Ongoing activity that aims to strengthen business engagement by adopting a number of relationship approach mechanisms that are built around one-way communication, basic consultation, in-depth dialogue and working partnerships to ensure that we incorporate business views in the shaping and development of policy	
<ul style="list-style-type: none"> All action groups and task groups will be reviewed to ensure they have strong involvement of business sector both directly on groups but also through other forums 	Delayed. Reviews will take place following conclusion of SEP Refresh.	
<ul style="list-style-type: none"> Mechanisms will be developed by each project lead to engage a wider business audience in developments 	These mechanisms are currently under development	
<ul style="list-style-type: none"> We will drive an effective engagement process with all business support organisations 	The Growth Hub is tasked to host quarterly business support provider forums to share intelligence, best practice and to support collaborative working. Providers are already feeding into the Growth Hub to help the Growth Hub map existing business support provision. The second of these meetings is scheduled for December 2018	
<ul style="list-style-type: none"> Growth Hub engagement with business will be highlighted through case studies and marketing 	Ongoing. Marketing	
<ul style="list-style-type: none"> Development of a stakeholder engagement strategy and action plan in which businesses are clearly targeted. It will identify our reasons for business engagement and the key stakeholder groups and issues 	The strategy and action plan are currently In development	
<ul style="list-style-type: none"> Introduction of a series of measures (qualitative and quantitative) to measure engagement and consideration be given to developing a business survey to measure awareness 	Ongoing. Looking to procure an organisation in 2018 to undertake a business survey on EM3's behalf.	
<ul style="list-style-type: none"> Link business engagement plan to further development of the Customer Relationship 	In development	

<ul style="list-style-type: none"> • Our website and publications will showcase our involvement with business and illustrate how our projects are supporting business and that our offer to business is clear 	<p>Ongoing. All projects are on website and our involvement is well document.</p>	
<ul style="list-style-type: none"> • We will aim for strong business attendance at all our key events 	<p>Ongoing. Business audiences have been targeted for all events including but not limited to; Crossrail 2 Roundtable, Fund Management Workshop and EM3's AGM</p>	
<ul style="list-style-type: none"> • Through our internationalisation programme, we will create and use a CRM system to record our involvement with business working in conjunction with Invest in Hampshire and Invest in Surrey 	<p>Ongoing. Our aim is to have procured the CRM system by December 2017 with development, implementation and testing completed by the end of Q4 2017/18</p>	
<ul style="list-style-type: none"> • We will present at local business events and develop a firm grasp of the key businesses within a geographical area 	<p>Ongoing.</p>	
<ul style="list-style-type: none"> • We will engage business in our EU events and strive to draw in business into responding into EU calls 	<p>We have hosted a number of events linked to EU calls including scale-up and have scheduled a further event for December 17 linked to two new specifications associated with the SIA. These aim to stimulate an improved response rate to new calls. We have also scheduled the second ESIF Practitioner Network meeting for December 17 which aims to combine the sharing of information about new calls and joint working</p>	
<ul style="list-style-type: none"> • We will ensure that at least two businesses have located onto EZ3 within the year 	<p>Deskledge Basingstoke, a co-working space that offers an energetic and productive environment to grow and scale businesses have already located within Basingstoke's Enterprise Zone. 6 businesses are already scheduled to locate at the new refurbished BASE centre and Whitehill and Bordon.</p>	
<ul style="list-style-type: none"> • We will recruit strong board members onto the LEP and attract a new business chair 	<p>Recruitment is ongoing. Chair recruited.</p>	

7.3 Cross LEP activity / LEP Network

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Promote Enterprise M3 area alongside activity to promote wider Thames valley through joint activity such as London MIPIM event in October 2017 as well as participating in LEP Network activities 	Ongoing. EM3 joined with other LEPS as GTV at MIPIM UK in October and the team regularly participates in LEP Network activities	
<ul style="list-style-type: none"> Ensure the smooth transition of Chairmanship of GTV group to another GTV LEP Chair in June 2017 	Peter Read has taken over as chair and meetings are being held. Have persuaded senior officials to come and talk to group on LEP review. Group recognised as important vehicle for bringing LEPs together.	
<ul style="list-style-type: none"> Look to run joint projects with other LEPs including EU projects, Transport projects, joint Expansion Fund through pooled use of SEEDA legacy funding 	Ongoing. 2 specifications launching in November are joint with neighbouring LEPs.	
<ul style="list-style-type: none"> Explore ways of bringing key LEP staff together from surrounding LEPs to share good practice 	Enterprise M3 management team have recently met with team at Coast to Capital and will continue to develop this relationship. Director has met to advise Dorset Board.	

8. Staffing

Planned actions in 2017/18:	Mid-year status	
<ul style="list-style-type: none"> Ensure new staff transition into roles with Enterprise M3 	Ongoing. Existing team support staff transition into roles.	
<ul style="list-style-type: none"> Recruit to identified posts 	Ongoing. In 2017/18 Aleks Bennet, Jordan Tame, Paulina Piotrowski and Susan George have been recruited to identified posts. Kirsty Morrison was also brought in as a temporary resource on secondment from HCC. An updated organisation chart can be found on page 23. Three posts remain unfilled.	
<ul style="list-style-type: none"> Review organisation of the team in light of SEP priorities and identify added value of the LEP 	Ongoing. Create Today Tomorrow Ltd were procured in October 2017 to undertake a review of the Enterprise M3 team with a final report due in December 2017.	

