

Enterprise M3 Board

31 March 2016

Enterprise M3 Business Plan 2016/17- DRAFT – Item 13

Enterprise M3 Board Members are asked to:

NOTE the ongoing work to finalise the Business Plan 2016/17.

APPROVE the near final Draft Enterprise M3 Business Plan 2016/17.

Overview

- 1.1 This document aims to give an overview of the main projects Enterprise M3 will be working on in 2016/17.
- 1.2 Since the Preliminary Draft Business Plan was presented to the Board in January we have expanded the plan considerably to cover all main areas or work.
- 1.3 The Business Plan is nearly final draft and as such we ask the Board to **approve** the content in general. The Business Plan will be finalised in the coming weeks after further internal discussions and will be continuously further developed throughout the year.
- 1.4 Input from Board Members on the content of Business Plan is highly welcomed.

Tanja Aijo
22 March 2016

BUSINESS PLAN 2016/17

DRAFT

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1. Executive Summary

The purpose of the Enterprise M3 business plan 2016/17 is to give an overview of the main actions and projects Enterprise M3 will be working on in 2016/17. The business plan assumes that the responsibilities of the LEP remain as they are now. The plan will be reviewed regularly and adjusted to reflect changes in responsibility and/or funding.

The layout of the plan follows the key themes identified within the Strategic Economic Plan. In addition we have included sections on funding, governance and external relations.

The key topics we are focusing on in 2016/17 are:

- **Devolution deals** – working to secure the best deals for our area with partners
- **Enterprise M3 Strategic Economic Plan** – refreshing the plan and providing leadership on the development of the economy
- **Local Growth Fund** (incl. LGF 3 and improved programme management)
- **Digital Task Force** and associated activities to position digital technology at the centre of all we do as a sector and an enabler
- **Business Engagement** – extend our contacts with business directly or through our projects
- **Post-16 Area Reviews** – feed in evidence around business need and support colleges in taking forward recommendations including new forms of organisation
- **Enterprise Zones** – prepare investment plan, governance and marketing for launch in 2017
- **Commercial Property Market Study** – taking forward the recommendations
- **Strategic Transport Study** – lobbying for transport improvements and working with partners to bring forward schemes.
- **Growth Hub** – extending and improving the service and positioning it as part of Enterprise M3 family

This Business Plan is still a draft and it will be updated based on feedback from the Board and when more information becomes available.

2. Introduction

The Local Enterprise Partnerships (LEPs) were formed by local authorities and business in 2011 across England to help advise and deliver local economic growth. They took on some of the responsibilities of the abolished Regional Development Agencies and play a central role in deciding local economic priorities and undertaking activities to drive economic growth and create local jobs. Over time they have developed and taken on more responsibility from the delivery of local growth funds to advising on EU funding priorities. The LEP structures vary across the country, but all have a Board, strategies, and a range of local authorities, businesses and other partners working together in the local area to promote economic growth.

Enterprise M3 covers mid and north Hampshire¹ and south west Surrey², stretching from the hinterland of London, along the lines of the M3 motorway to the New Forest taking in several towns in Hampshire and Surrey, including Aldershot, Andover, Basingstoke, Camberley, Farnborough, Guildford, Staines-upon-Thames, Whitehill & Bordon and Woking, and the city of Winchester. As well as major urban centres, the area is also has extensive rural towns and villages, two national parks, education and innovation clusters and corporate HQs, military sites and sites of outstanding natural beauty and heritage.

We are known for our exceptional connectivity. The Enterprise M3 area is located at the heart of a transportation hub connecting UK businesses to the rest of the world. In addition to its proximity to Heathrow, Gatwick and Southampton airports, within the area lies Farnborough Airport - one

¹ Basingstoke and Deane, East Hampshire (partial), Hart, New Forest (partial), Rushmoor, Test Valley (partial), Winchester (partial)

² Elmbridge, Guildford, Runnymede, Spelthorne, Surrey Heath, Waverley, Woking

of Europe's premier business aviation airports. Road and rail connections include stretches of the M25 and much of the M3 and A3, as well as 75 railway stations.

We are a significant economy in our own right. The area is home to around 100,000 SMEs (86,500 registered businesses) as well as global businesses such as AXA Wealth, Motorola and BP. Our location offers fertile ground for new and existing businesses whilst acting as a key workforce artery to London's economy. Quality of life is high and the area is packed with country parks, heritage sites and visitors attractions with easy access to both major urban areas and the countryside.

Our vision is for the Enterprise M3 area to be 'the premier location in the country for enterprise and economic growth, balanced with an excellent environment and quality of life'.

3. Strategic Context

3.1 Strategic Economic Plan

We have completed an initial review of our Strategic Economic Plan this year whilst assessing next steps on the Local Growth Fund. Furthermore the Government is encouraging all Local Enterprise Partnerships to review their Strategic Economic Plans. We intend to refresh ours in 2016, in consultation with our partners, as follows:

- update the plan to include gaps identified during our work this year
- incorporate recent developments such as devolution and new initiatives such as the enterprise zones
- update economic intelligence figures
- review performance against KPIs

We plan to give an indication of dates, resource implications and costs under each heading, whenever possible.

Planned actions in 2016/17:

- Commission activity to review SEP including running consultation events
- Update the Enterprise M3 Strategic Economic Plan with an interim plan ready by September 2016 and final plan by December 2016

3.2 Devolution

Enterprise M3 will continue to be heavily involved in the devolution plans covering Hampshire and Isle of Wight (HIOW) and the Three Southern Counties (3SC) covering Surrey and East and West Sussex. Our Strategic Economic Plan should help inform the focus of devolution deals. We will work with other LEPs in the devolution deal area alongside other local partners to develop a set of offers and asks of government.

Suggested Board Lead: Geoff French and Sub Group of the Board (Mike Short, James Cretney, Cllr. Clive Sanders, Cllr. Peter Martin, Louise Punter and Nick Elphick)

Links to other activities: Review of SEP, Local Growth Fund, review of post 16

Planned actions in 2016/17:

- Contribute commentary/story board on the local economy and set out key asks on enterprise, skills and infrastructure in readiness for possible devolution deals
- Explore economic pooling and more effective sharing of activities with local authorities
- Consider future LEP role, linkages and maximising impact on the economy through emerging Combined Authorities

3.3 European Strategy and Investment Framework

The European Strategy and Investment Framework has recently been revised in line with DCLG requirements, including revised spending profiles and agreed KPIs profile and targets.

In the coming year we will continue to launch several calls through the Managing Authorities in line with EU timetables. Next ERDF calls will be announced in April and July, with a third one to follow later in the year. Three ESF opt-in calls will be launched with Big Lottery Fund, Skills Funding Agency and DWP. One EAFRD call will be launched in September.

Planned actions in 2016/17:

- Issue calls through Managing Authorities in line with EU timetable.
- Run several events to promote activity around future ERDF and ESF call priorities. Target is to run four events for each fund per year.
- Update ESIF strategy following review from Central Government.
- Explore opportunities from other European funds to support our strategy in consultation with Southern England Local Partners (SELP)

Suggested board lead: Zoe Gray until May when she will leave board because of a change of job. Future board member to be identified.

Links to other activities: Rural Strategy Briefing Paper, Strategic Economic Plan, Skills Analysis and Strategy

3.4 Rural Briefing Paper

In June 2015, Enterprise M3 developed a rural briefing paper. This was designed to review the rural priorities for the area and provide guidance to DEFRA as to the strategic use of European Agricultural Fund for Rural Development (EAFRD) funding. All members of the Enterprise Rural Action Group were consulted during this process. This paper, alongside the European Strategy and Investment Framework, will continue to inform policy decisions during 2016/17.

Planned actions in 2016/17:

- Ensure that EAFRD is deployed in line with EU strategy and rural briefing paper
- Make use of Local Growth Fund in support of rural areas

Suggested board lead: James Cretney

Links to other activities: EU funding, Local Growth Fund, Strategic Economic Plan

3.5 Economic Intelligence

Economic intelligence data is procured from a dedicated team at Hampshire County Council. The newly appointed Head of Strategy and Policy will help us improve how we use this data in all our activities. Our work on this area will be further supported by the Business Intelligence Analyst recently recruited by the Growth Hub.

Planned actions in 2016/17:

- Review of economic intelligence data to feed into SEP
- Develop promotional activity to highlight key findings and stimulate debate amongst partners from economic intelligence findings

4. Key themes

4.1 Enterprise and Innovation

Through our Innovation and Enterprise activities, we aim to support the creation of 200 new high growth companies, 8,000 additional jobs and £2bn of new export markets from businesses in the Enterprise M3 area.

Through continued investment in projects such as 5G and animal health, research and development and incubation, and a focus on engaging with high innovation and high growth businesses, we will continue to support businesses, academia and research institutions to explore innovative ways to use technology and data to achieve smarter and more sustainable growth across the LEP area.

4.1.1 Growth Hub

Enterprise M3 Growth Hub will provide a focussed and coordinated enterprise, innovation and skills support offer enabling all businesses, especially those in our key sectors, to secure the connections they need in the private, public and not-for-profit sectors to start, grow and develop their business.

Closer links will be built with the Growth Hub to ensure the Growth Champions are aware of all available Enterprise M3 funding opportunities; Growth Hub coordinator will also be invited to internal team meetings.

The Growth Hub aims to identify and engage with High Innovation and High Growth Potential businesses, targeting 400 businesses in total. Focus will be on communicating how the Growth Hub can help businesses, ensuring better linkages with other organisations and LAs supporting businesses. For the portal the target is to drive usage from 2000 to 8000 users through the development of engaging and tailored content, and social media.

Growth Hub progress will be monitored regularly with reports produced every six months (in October 2016 and April 2017). A formal review will also be carried out to establish its effectiveness and any further policy interventions that are required to support or complement its provision. A contract review will take place at the end of 2016/17.

Suggested Board Lead: Louise Punter and/or Andrew Lambert

Links to other activities: Digital study, Enterprise Zone

Planned actions in 2016/17:

- Carry out formal contract review at the end of 2016/17
- Produce Growth Hub Annual Report by May 2016
- Development of second phase of Growth Hub portal by September
- Ensure Growth Hub links to all ERDF funded initiatives

4.1.2 Enterprise Zones

As part of its November 2015 Spending Review the Government announced that one of the new Enterprise Zones will be in the Enterprise M3 LEP area. This is a multi-site zone that includes Basing View (in Basingstoke), Longcross (in Chertsey) and Whitehill & Bordon. Enterprise M3 staff will regularly take part in meetings with Government and other partners, and support the three areas to ensure the Enterprise Zone is operational on 1 April 2017 as planned.

The governance arrangements, planning processes, business rates allocation and the use of business rates will be set out these in a formal Memorandum of Understanding.

Several investment scenarios/options will be modelled to provide an understanding of outcomes, risks and priorities. This can be used to identify and fully appraise a preferred investment strategy moving forward. A range of incentives will be put in place to attract businesses and inward investment to the Enterprise Zone while minimising displacement.

Suggested Board Lead: Dave Axam and Nick Elphick

Planned actions in 2016/17:

- Reach agreement with our local partners and negotiate a formal MOU
- Model investment scenarios/options to help identify a preferred investment strategy
- Identify a range of incentives to attract businesses to the Enterprise Zone
- Develop promotional material to facilitate national/international inward investment
- Enterprise Zone operational on 1 April 2017

4.1.3 Science & Innovation

On behalf of a consortium we brought together and lead, we submitted an expression of interest to BIS to be included in the first phase of Science & Innovation Audits. The bid was unsuccessful (just 5 out of the 26 consortia are going forward with their audits in the first phase). In the light of positive feedback from BIS and enthusiasm from consortium members, Enterprise M3 will work with the consortium to revise the expression of interest and re-submit for the next call in June (there will be a third call in the autumn).

The outcome of the Science and Innovation Audit will enable us to focus support on those businesses operating in sectors and technologies with the greatest potential for growth including through making effective connections across our innovation ecosystem. We will work with delivery partners to ensure that this is reflected in our ERDF innovation support programmes which also have a strong growth sector/technology focus and the pivotal role of the Growth Hub. We will also use this approach as a basis for attracting further investment and support for our innovative, high-growth businesses from national programmes, including connections with Innovate UK's Catapult programme. In addition, we will use our clear understanding of our areas of international comparative advantage to support partners in attracting inward investment that builds on our strengths.

Throughout the year we will work with the successful applicants for the three ERDF projects for supporting business innovation to ensure coordination and maximum impact. Timings are dependent on the Managing Authority's approval process.

Suggested Board Lead: Dr Malcolm Parry and Andrew Lambert

Links to Action Groups: Enterprise and Innovation Action Group

Links to other activities: ERDF Innovation calls, Particular LGF Projects such as 5G and Animal Health, Growth Hub, Digital Task Force activities

Planned actions in 2016/17:

- Develop innovation calls through ERDF and link approved contractors with Growth Hub and other linked activity.
- Work with consortium to develop a response to the second call for EOIs expected to open in June 2015.
- Explore working with consortium to take forward activities in key sectors

4.1.4 Inward investment

Enterprise M3 area is not an internationally recognised place brand so there is a need to set out an effective approach to proactively seek out specific companies that would fit well in the area.

We need to work with UKTI, Invest in Hampshire and Invest in Surrey to establish the best ways to attract new investment and we need to be aware of other areas competing for similar businesses. We will look at showcasing local networks for attracting desirable companies, for example through MIPIM. Enterprise Zone acts as a key attractor for inward investment.

We will consider working closely with Regeneration Investment Organisation (RIO) to obtain support for big regeneration programmes and promotional activity.

We will review our approach to exporting and will develop an ERDF call to enhance existing activity

Suggested Board Lead: Andrew Lambert

Links to other activities: Enterprise Zone, Growth Hub, Innovation

Planned actions in 2016/17:

- Agree inward investment targets that align with targets for Invest in Surrey and Invest in Hampshire as well as UKTI. Target could focus on job creation, business expansions, or new technologies brought into the area
- Revise SEP to include inward investment targets
- Promote inward investment activity through all channels
- Look to better coordinate activity between Hampshire and Surrey and develop joint approaches to key sectors
- Review our approach to exporting and develop ERDF call

4.1.5 Digital Task Force

The theme for the Enterprise M3 annual conference in 2015 was *Seizing the opportunities of the digital age* and we published a Digital Technologies Report in conjunction with the conference. We have started reviewing good practice from elsewhere and have drafted an outline action plan. As the next step Enterprise M3 will establish a Digital Task Force, consisting of topic experts.

We have been successful in securing someone from the Civil Service Fast Streamer programme; Daniel Wilkins will start working for Enterprise M3 in April. During the six-month secondment his main focus will be the Digital Task Force, with an early action on exploring ways the LEP, with partners could support the further expansion of broadband availability and speeds.

Suggested Board Lead: Mike Short/Andrew Lambert/Dave Axaam plus a local councillor

Links to other activities: Growth Hub, Enterprise Zone, Science & Innovation Audit, Rural (broadband), European Funding

Planned actions in 2016/17:

- Review of broadband position and identification of next steps as part of Digital Taskforce Activity by September 2016
- Establish a Digital Taskforce or similar grouping arrangement bringing together relevant senior leaders from key subsectors and enabling sectors by September 2016
- Provide an update on actions from Regeneris Digital Technologies report at the Enterprise M3 AGM in June 2016
- Provide a further update on Digital at Enterprise M3 Annual Conference in November 2016
- Organise a series of 'deep-dive' workshops in early 2017 bringing together wider specialist groups and expert speakers to identify key opportunities in priority areas
- Support the Digital Taskforce to produce a Digital Strategy for Enterprise M3 by March 2017, incorporating key action points from each of the workshops listed above

4.2 Skills

Enterprise M3's skills priority actions identified in the Strategy proposes three main work-streams:

- **World class skills:** promoting higher levels of Science, Technology, Engineering and Maths (STEM) skills across the current and future workforce;

- **World class employability:** increasing learner understanding of employer needs and opportunities through increasing employer engagement with schools and colleges and improving information, advice and guidance; and,
- **World class collaboration and skills brokerage:** achieving more effective communication between businesses and learning providers; stimulating increased employer take-up of training opportunities.

Suggested Board Lead: Tim Colman (other Board members – Louise Punter/David Barnes/Tim Jackson)

Links to Action Groups Global Competitiveness through People

4.2.1 Post 16 Area Review

Last year the Department for Business, Innovation & Skills and the Department for Education published a policy paper on reviewing post-16 education and training institutions; the resulting reviews are now taking place. Enterprise M3 Area Reviews will be in Wave 2 and Wave 3 of the programme: Surrey Area review commenced in March 2016 and Hampshire Area Review is due to start in May 2016.

We will contribute to the economic and educational needs analysis for both Surrey and Hampshire Area Reviews and will provide an analysis of the current and future economic priorities of the area over the next 5-10 years. Providing the business requirements of the areas to shape the outcomes of the review is also planned, to ensure effective curriculum offer for the future.

We will consider launching a targeted LGF Call for Expressions of Interest following the outcome of the area reviews.

Links to other activities: Adult Education Budget, Local Growth Fund, Devolution

Planned actions in 2016/17:

- Contribute to the needs analysis for the area reviews by March for Surrey and by May for Hampshire
- Attend all Steering Group Meetings to support both Area Reviews
- Explore scope and structure of Institute of Technology (IoT) with partners and GCP subgroup
- Explore utilising LGF to support potential IoT structures

4.2.2 Adult Education Budget (AEB)

We need to prepare for local commissioning through influencing the 2016/17 funding allocations of the Adult Education Budget (AEB) and develop a series of outcome agreements. This work stream links to devolution, however AEB will be fully devolved by 2018, regardless of whether a devolution deal has been agreed or not.

Stage 1 (2016/17) will focus on the development of outcome agreements with SFA about mix and balance of provision

Stage 2 (2017/18) is looking at direction of travel and who should be leading on commissioning and the need to strength existing partnerships and skills boards. In this phase the local area would take a lead role in commissioning supported by the SFA

Stage 3 (2018 onwards) includes full devolution, government to transfer powers in order for area to fully operationalise the system and therefore powers will need to pass down to the accountable body.

Links to other activities: Devolution, Area Review

Planned actions in 2016/17:

- Development of series of outcome agreements for AEB with providers about what should be delivered in return for 2016/17 academic allocations.

- Preparation for co-commissioning in the local area of the AEB for 2017/18 academic year.
- Review by Global Competiveness through People Board in 2018 to enable it to take on a formal role as part of the devolution process

4.2.3 Careers and Enterprise Company

Careers and Enterprise Company is working with Local Enterprise Partnerships to roll out the nationwide Enterprise Adviser network. The aim of this project within the Enterprise M3 area is to provide coordination of best practice careers and enterprise support for schools, initially in the Rushmoor and Waverley area, with a specific focus on inspiring our future Science, Technology, Engineering and Maths (STEM) leaders.

Links to other activities: Apprenticeships, devolution

Planned actions in 2016/17:

- Continuation and roll out of the Enterprise Adviser Network (EAN) to the rest of the Enterprise M3 area
- Engaging businesses to support schools, expanding the network to offer the EAN to all institutions offering education to 14-16 year olds in Enterprise M3 area

4.2.4 European Social Fund (ESF)

Procurement of the first rounds of ESF calls is expected to take place. We will develop future ESF projects in line with the refreshed ESIF Strategy, including identifying match funders as opt-in organisations are not confirmed for the rest of the programme.

Work will commence for delivering the priorities of the ESF Technical Assistance (TA) project.

Links to other activities: Devolution; European Funding

Planned actions in 2016/17:

- Engagement with potential bidders through TA project to facilitate well developed applications to be submitted
- Consultation with stakeholders to develop ESF projects as outlined in the ESIF Strategy
- Identification and development of match funding for future ESF projects

4.2.5 Apprenticeships

We will be driving the apprenticeship agenda from a business point of view in the Enterprise M3 area. Two key areas include increasing apprenticeship numbers in line with the targets in the SEP and providing input and support for the roll out of the Apprenticeship Levy.

Links to other activities: Business Engagement

Planned actions in 2016/17:

- Engage with businesses to be affected by the Apprenticeship Levy and provide support to ensure businesses maximise opportunity
- Support Colleges to prepare for the transition of the Apprenticeship Levy and the impact on business/curriculum planning

4.3 Land and Property, including Housing

Our Strategic Economic Plan supports the housing delivery plans that form part of target in the HIOW Devolution Prospectus and the proposed approach to housing set out in the 3SC Devolution proposal. Within the Enterprise M3 area, we are working towards accelerating the delivery of housing by up to 25% above the baseline (2003-13 delivery levels)² meaning that with Government support³, over the next 10 years up to 11,500 new homes will become available.

The Enterprise M3 Strategic Economic Plan sets out the ambition for the area to be “*the premier location for enterprise and economic growth, balanced with an excellent environment and quality of life*” and both housing and commercial development play a key role in achieving this vision.

4.3.1 Commercial Property Market Study

We are in the process of updating our Commercial Property Market Study to reflect the current market conditions and this will be published in May 2016. The main aims of this study are to:

- provide a robust evidence base on commercial property market conditions in the area;
- analyse recent trends in the LEP’s priority growth sectors, and understand the key location and property requirements of these sectors;
- identify the key opportunities and challenges facing the commercial property market;
- make recommendations on how the LEP and its partners can use their funding and influence to address the strategic opportunities and challenges identified in the report, and support the growth of key sectors.

It remains vital that in addition to making better use of redundant commercial space, the area provides an adequate and suitable supply of quality employment space that meets the needs of our current and future business community. Our Strategic Economic Plan sets out the growth aspirations for the Enterprise M3 area with a view to realising the vision for the area to be the “premier location in the country for enterprise and economic growth, balanced with an excellent environment and quality of life”. One of the key aims of the Commercial Property Market Study refresh is to set out in further detail the role that commercial property plays in the delivery of these ambitions, with specific regard to our priority sectors and our Growth and Step-Up Towns. The updated study will make recommendations to the Board on how Enterprise M3 can better position itself to support the commercial property market and the needs of business.

The study will be launched at our Annual General Conference on 27 June 2016. Following the publication of the study we plan to organise stakeholder events during the summer to engage with the business community on the outcomes of the study and how best to implement the recommendations made.

Suggested Board Lead: Chris Tinker

Links to other activities: Strategic Economic Plan, enterprise and innovation, enterprise zone

Planned actions in 2016/17:

- Launch the Commercial Property Market Study at the AGM in June 2016
- Organise stakeholder events in Surrey and Hampshire in June and July 2016 and influence the development of employment strategies in Local Authorities
- Consider linkages and further development of One Public Estate work (Hampshire) on release of public sector land for commercial development and prepare for round 4 bid in September 2016

4.3.2 Other housing/building activity

We are in the process of establishing Key Performance Indicators (KPIs) to monitor housing delivery, local plan progress, Community Infrastructure Levy (CIL) rates and adoption and housing affordability. These KPIs will be monitored by Enterprise M3’s Land and Property Group. Commercial property KPIs will be set following on from the recommendations made from the updated Commercial Property Market Study in May 2016.

Planned actions in 2016/17:

- Develop KPIs for the Land and Property Group.
- Develop KPIs to cover the commercial property market after publication of the updated Commercial Property Market Study in May 2016.

- Work with Local Authorities, developers and housebuilders to highlight ways of accelerating housing

4.4 Transport

The broad policy objectives that underpin our approach to transport over the coming year are to deliver and improve connectivity through transport investments across the Enterprise M3 area – particularly within and around our Growth Towns and Step-up Towns. We will work with businesses and other partners to improve journey-time reliability, increase the capacity of our transport network and unlock new housing and business sites. In recognition of the latest Government priorities and emerging devolution deals there will be a particular focus on how our transport related activities can facilitate economic growth priorities for housing, employment space and innovation.

We will also work towards a further step change in investment in strategic infrastructure, so that the full growth potential of the area is met and ensuring we communicate this to businesses throughout our area as well as inputting into the future investment plans of the key infrastructure providers Highways England, Network Rail and the local highway authorities.

Suggested Board Lead: Geoff French

Links to Action Groups: Transport Action Group

4.4.1 Strategic Movement Corridors

Enterprise M3 recently commissioned a study with its neighbouring LEPs (Coast to Capital, Solent and Thames Valley Berkshire) and in partnership with local authorities to quantify the economic case for improving connectivity in major strategic movement corridors across South East England; the results of this study will be taken forward in 2016/17.

The study demonstrates that as well as providing strategic links across the sub-region, strategic transport corridors also address more local point to point connectivity where a lot of the economic benefit is derived. Without intervention the very high levels of usage of the area's transport system is causing increasing amount of delay and congestion, blocking the area's full growth potential. The study concluded that improved connectivity will facilitate continued economic expansion in the region, increasing productivity and improving access for workers to labour markets and thus giving businesses access to a larger pool of qualified workers. Based on the strategic corridor analysis the results provide a powerful indicator of the economic benefit that could be generated, though it is consciously a purely economic analysis and hence does not consider actual solutions, feasibility or deliverability.

We intend to use the study results to work with all our partners, including local authorities, MPs and other transport stakeholders to ensure the economic evidence is used in investment decisions; a key input will be into the M25 South West Quadrant Study that DfT has recently commissioned. The study has been procured in such a way that there will be an opportunity for the LEP and other partners to commission further work to develop areas of the study in more detail locally where considered appropriate, particularly through local devolution deals.

Links to other activities: Cross LEP activity, Strategic Economic Plan, devolution

Planned actions in 2016/17:

- Develop and deliver a communications strategy for the Influencing Strategic Transport in the South East Study
- Ensure the results of the study are fed into other pieces of work as appropriate, including the M25 South West Quadrant Study
- Work with neighbouring LEPs to continue to develop the economic evidence base.

4.4.2 Sustainable transport

In 2015 Sustrans completed work for the LEP through the Transport Delivery Excellence Programme to help quantify the benefits of the investment that has already been committed to sustainable transport packages. Such packages improve the reliability of the transport network, offering a wider range of travel options for local journeys in our major and local centres, reducing dependence on the private car. The LEP remains committed to continuing to support investment in sustainable transport and maximising the economic benefits associated with this

The LEP also has approximately £17.5m unallocated from the existing sustainable programme and will look to develop a scheme in the Blackwater Valley in 2016/17 as this was the scheme that ranked highest in the Sustrans assessment of our existing pool of sustainable transport schemes.

Further work assessing the economic benefit of our existing pipeline of schemes, together with others identified by partners through the Local Growth Fund 3 Expression of Interest process is scheduled to commence shortly. From this we should be able to develop a prioritised list that can be used to take decision on how we allocate our outstanding funding and to identify the potential quantum of funding that might be included in an LGF3 submission.

Planned actions in 2016/17:

- Work with partners to identify a programme of works in the Blackwater Valley for delivery in 2016/17
- Subject to securing further TDE funding commission Sustrans to carry out an assessment of the economic benefits of the outstanding pipeline of sustainable transport schemes
- Agree a prioritised programme for the unallocated sustainable transport funding

4.4.3 Airport expansion in the South East

The economy of the Hampshire and Surrey area covered by the Enterprise M3 LEP depends on strong links to the UK's international airports, particularly Heathrow and Gatwick. Without additional aviation capacity, growth is limited and the need for additional airport capacity in the south east is critical. Despite the delayed decision on the expansion of Heathrow, it remains vitally important that Government recognises that Heathrow is still the UK premier hub airport and access into Heathrow continues to be critical.

Enterprise M3 LEP will continue to push for a quick decision on the future of airport capacity. We shall continue work to improve surface access to the existing airports, which needs to be addressed based on existing and forecast usage, notwithstanding any increase in capacity. Regardless of the outcome of the Government's decision it is recognised that the impact of the airports cuts across administrative boundaries and that the collaborative working of local authorities and other bodies surrounding Heathrow and Gatwick will result in better spatial planning and the management of impacts, together with maximising the benefits of the airport to the local economy and community. The LEP will therefore continue to be a member of the Heathrow Strategic Planning Group that has been formed in response to the lack any formal mechanism for strategic or 'sub regional' planning and governance.

Planned actions in 2016/17:

- Lobby Government for a quick decision on airport expansion in the South East
- Work with partners to push for the swift delivery of the Western Access to Heathrow scheme
- Work with partners and lobby for the identification of a preferred scheme in respect of southern access to Heathrow
- Continue to promote the economic benefits of a major hub airport located close to the Enterprise M3 Area
- Continue to participate in the Heathrow Strategic Planning Group and be the LEP representative on the Transport Sub-Group

4.4.4 Other major transport initiatives

In addition the three major areas of work identified above there are a range of other areas of activity related to transport that the LEP will need to work closely on in 2016/17. We will continue to deliver the existing agreed programme of major transport schemes working closely with all of our delivery partners. There will remain a need to engage with strategic transport network providers and ensure that the LEPs view is taken account of in national and local transport policy decisions. It may be appropriate to develop a more regular programme of meetings at a senior level with Network Rail and Highways England.

We will also need to respond to changes within the industry such as new franchises and the new approach being taken by Highways England as to their role and priorities. We also need to ensure that the remit of the National Infrastructure Commission is focused. For the Commission to achieve its aims it needs to recognise the importance of the economy of the areas around London in its own right and not merely as an area that serves the needs on London.

Planned actions in 2016/17:

- Deliver the existing programme of transport infrastructure schemes through the LGF
- Organise a Transport Conference in September focussing on future priorities with a particular emphasis on digital to link with the Digital Task Force
- Fully engage with the work of the National Infrastructure Commission
- Input into the development of the Highways England Strategic Economic Growth Plan and the second round of Route Investment Studies
- Work to ensure the aspirations of the LEP are included in the South Western Rail franchise

4.5 Rural

Our ambition for our rural areas is no different to the rest of the economy within the Enterprise M3 area. We want to see investment unlocked, to achieve greater productivity driving growth, the creation of jobs and an improved standard of living across our rural locations.

The economy of the rural area of Enterprise M3 Local Enterprise Partnership (LEP) is of considerable importance with 15% of the economic output of Enterprise M3 generated from rural locations (ONS data, 2012). The Enterprise M3 area supports a population of 1.6 million people of which 33% live in a rural location.

The key activities in 2015/16 were to launch our first calls for EAFRD and to formalise the rural housing planning policy paper; both were achieved. For 2016/17, the focus will be on mobile connectivity and the rollout of broadband to ensure that the last 5% (some rural, some urban) is adequately covered

Suggested Board Lead: James Cretney

Links to Action Groups: Rural Action Group

Links to other activities: Enterprise and Innovation, Housing, Digital Task Force

Planned actions in 2016/17:

- Ensure that EAFRD is deployed in line with the EU strategy and rural briefing paper
- Make use of Local Growth Deal funding in support of rural areas
- Enhance mobile connectivity/broadband rollout ensuring that the last 5% (some rural, some urban) is adequately covered
- Demonstrate that all local authorities are taking account of the Enterprise M3 rural planning policy paper

5. Funding

5.1 Local Growth Fund

The currently available £148m from tranches 1 and 2 of Local Growth Fund (LGF) will continue to support a number of projects across the area.

Enterprise M3 Project Managers are already working on contracts for projects starting in 2016/17 and will continue to work closely with scheme promoters, to ensure as much as possible of the £40.8 will be spent during the financial year.

In February 2016, Enterprise M3 published a prospectus to invite expressions of interest for projects to receive funding from the 3rd tranche of LGF. The amount of additional funding for each LEP from the 3rd tranche of the Growth Deal is yet to be confirmed, but in the 2016 Budget the Government confirmed that a further £1.8bn would be allocated to Local Growth Funds; allocation to each LEP is yet to be confirmed. In addition £2bn was allocated to a Housing Loan Fund and £500m to Major Transport Projects.

Enterprise M3 will be working to build a pipeline of projects, ready for when the amount of LGF3 funding is announced and the process for bidding for the funds is clarified. In practice this means:

- We will assess applications received and take the most suitable projects through the relevant governance bodies to build the pipeline of projects.
- We will continue to manage the existing programme and new projects.
- We will continue to monitor and report on existing projects, including review of future projects to assess whether they are still suitable
- We will evaluate the effects of the 1% application fee and assess whether the fee is sufficient to cover related costs such as due diligence.

Enterprise M3 was awarded £38k by DfT from the Transport Delivery Excellence (TDE) scheme for improving programme management in relation to transport projects. A study was started by Local Partnerships in March with an aim to completing in April/May. We hope that the results will help further improve the overall LGF programme management, not only transport projects.

Planned actions in 2016/17:

- Assess Expressions of Interest in April and take them through relevant governance bodies in May, to have a pipeline of projects ready by the end of May
- Prepare Growth Deal bid encompassing priority projects in line with government guidance when issued – date of submission to be confirmed, possibly July
- Assess results of TDE study and take forward recommendations for improved programme management

5.2 Growing Enterprise Fund

The Government awarded £20.1m from the Growing Places Fund to Enterprise M3, locally this fund is known as Growing Enterprise Fund. It's primarily a loan fund, which enables continuous further investments as repayments are made back into the fund.

Enterprise M3 will continue to use the GEF to support its priorities. Up to date nine projects across Enterprise M3 have been awarded funding, including the Enterprise M3 Funding Escalator managed by the FSE Group.

Thanks to regular loan repayments the fund balance is very healthy and we expect to launch a 5th round of funding later in 2016. Some promotional activities will be planned to encourage more high quality applications to the GEF.

Depending on the priorities of future LGF funding we can reconsider the focus of the GEF and possibly transfer some new LGF projects into GEF.

5.2.1 Funding Escalator

£5.5m was awarded to the FSE Group from the GEF to manage the Enterprise M3 Funding Escalator which consists of a £4m loan fund and £1.5m equity fund. To date 16 loans have been given out and two equity investments made.

Enterprise M3 oversees the management of the Funding Escalator by participating in the Steering Group, chaired by Board Member Mike Short. We plan to set up a meeting with two other LEPs (Coast to Capital and Thames Valley Berkshire) who have Funding Escalators run by FSE Group, to explore possible synergies.

The FSE Group works closely with the Growth Hub in identifying companies that could benefit from their advice, and the Growth Hub regularly refers companies seeking funding to the FSE Group.

A second tranche of funding resulting from loan repayments from a prior SEEDA legacy fund will be made available to LEPs later this year. Greater Thames Valley LEPs are working together to explore development of an investment fund for companies. First meeting is scheduled for 5 April with the British Business Bank and representatives from other South East LEPs.

Planned actions in 2016/17:

- Launch 5th round of GEF funding by October 2016.
- Participate in quarterly Funding Escalator Steering Group meetings to ensure linkages to other programmes and proactive marketing of the scheme.
- Cooperate with other LEPs to look for synergies and joint investment opportunities
- Take part in discussions about how to use the second tranche of SEEDA legacy funding.

5.3 European Funding

5.3.1 ESIF Funding

European Structural Investment Funds (ESIF) are used to support our priorities identified in our Strategic Economic Plan. Several calls for funding have been launched under the different ESIF funding streams. These are 3 ERDF calls, 1 EAFRD call and 1 Big Lottery Fund/ESF call. The assessment process of bids submitted is at different stages, with first ones expected to be completed shortly. We will continue to participate in relevant new calls throughout the year.

Enterprise M3 partnership bids for technical assistance for ERDF and ESF have gone forward and we are looking to recruit a full time staff member to provide Technical Assistance for those interested in applying for ERDF funding. The new ERDF Project Officer is expected to start work in April 2016.

The ESIF Strategy had been reviewed with both the ERDF and ESF sections now including agreed performance indicators and financial targets. We may be asked to update the EAFRD section of our ESIF strategy next.

Project tracking tables have been prepared for both ESF and ERDF funding and these will be continuously updated as projects are progressing through the contracting stage and implementation.

5.3.2 Other EU funding programmes

The LEP is now in a position to access other EU funding pots such as the Interreg Funds, Horizon 2020 etc. as a potential partner or facilitating relevant partnerships from the area.

Opportunities will be explored when alignment fit with EU funding sources on topics such as the Digital Agenda, Innovation & Science Audit, Growth Hub, Low carbon.

Planned actions in 2016/17:

- Development of future ERDF calls to be announced in April and July, with a third one to follow later in the year
- Development of three ESF opt-in calls to be launched with Big Lottery Fund, Skills Funding Agency and DWP
- Development of one EAFRD call to be launched in September
- Seek opportunities to bid for other EU funding programmes

5.4 Core funding and match funding

Government has confirmed the continuation of £250,000 of capacity funding per LEP for 2016/17. This is in addition to the £250,000 of core funding which needs to be matched locally in order to access it. Local Authorities, HE and FE providers have committed match funding for 2016/17; altogether the funding amounts to £760,000. We will present our achievements to our partners in autumn 2016 and ask them to confirm their commitment to providing match funding for future years.

Planned actions in 2016/17:

- Present our achievements over the last year to funding partners as part of process to secure on going funds – September 2016

5.5 Other funding streams

Enterprise M3 receives income also from other sources. These payments are towards the LEPs running costs and enable Enterprise M3 to continue leading/supporting local and regional projects.

The 1% application fee for LGF grant applications is expected to generate £50,000 in the next financial year, however this forecast will be reviewed when timing of LGF bid is known.

The LEP has been successful in securing match funding towards implementing the Careers and Enterprise Company (CEC) national initiative and the SFA has agreed to match all funding that is sought from local partners.

£45k Growth Hub management fee has been allocated for 2016/17; a review of the service will need to be undertaken prior to the tender for a new contract provider.

Our Accountable Body pays us interest for any funds on the bank account; for 2016/17 this is expected to amount to £90,000.

Match funding and other funding streams now account for 47% of the total income Enterprise M3 receives.

Planned actions in 2016/17:

- Explore the possibility of extending our income to build in greater sustainability
- Review the application fee process
- Complete quarterly LGF returns to Government – Apr, July, Oct, Jan
- Complete quarterly Growth Hub performance returns - Apr, July, Oct, Jan
- Bid to secure further Careers and Enterprise Company resource – December 16
- Transport delivery excellence – return to DfT September 16

6. Governance

6.1 Accountable Body

The Accountable Body for Enterprise M3 is Hampshire County Council (HCC). The terms of our working relationship are set out in a Memorandum of Agreement (MoA) and further defined in Service Level Agreements for different services. These SLAs set out the cost of services provided by HCC and are reviewed annually to ensure they reflect our needs.

The Appendix to the MoA is the Assurance Framework which specifies the governance structure of the LEP. The Assurance Framework is reviewed annually and following recent audit findings it was reviewed in March 2015 to ensure compliance with the Governments guidance.

The Assurance Framework also requires Enterprise M3 to regularly update its Risk Register. The next review is planned for May 2016.

In addition to the regular annual audit the Accountable Body also conducts other audits. In the coming year two specific audits have been scheduled; one for the Growth Hub and one for Transport Delivery Excellence funding.

Planned actions in 2016/17:

- Update Risk Register in May 2016
- Support the internal annual audit of Enterprise M3 accounts in May/June
- Support the annual Growth Hub audit in April/May
- Support the Transport Delivery Excellence audit in September
- Update the Assurance Framework in March 2017

6.2 Enterprise M3 Board

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

The Enterprise M3 Board approves the disbursement of funding to all projects and considers the advice from other governance groups when doing so, in particular the Programme Management Group, European Management Group and the relevant Action Groups.

The Board will continue to meet every two months; when necessary their decisions will be taken by written procedure to avoid delays. For specific topics the Board has established sub-committees to ensure efficient decision making. The Board will regularly review the need for these committees.

At least one Board Member takes part in each of the Action Groups to ensure good links between different governance bodies; these links will be further strengthened in the coming year.

The Board will hold a dedicated strategic planning workshop in May to discuss in detail the future strategic direction of the LEP in advance of refreshing the Strategic Economic Plan.

Geoff French' second term as the Board Chair is coming to an end in June 2017. To ensure continuity the recruitment of a new chairperson needs to be started in early 2017.

Planned actions in 2016/17:

- Strategic Planning Workshop to be held in May 2016 to discuss future role of board, focus of LEP and implications of devolution deals
- Ensure new Board Members are recruited well in advance before existing memberships expire and that each new Board Member has an induction session.
- Review the involvement of board members in action and sub groups

6.3 Programme Management Group (PMG)

The Programme Management Group plays a key role in the ongoing management of Enterprise M3's funding programmes. The PMG does not have decision-making powers, but is an advisory group to the Board, with its main focus on the effective assessment and award of funds to Local Growth Fund and the Growing Enterprise Fund as well as effective management of the schemes.

The PMG will continue to meet every two months in advance of the Board meetings; when necessary their decisions will be taken by written procedure to avoid delays.

Planned actions in 2016/17:

- Review the Programme Management Group Terms of Reference in May
- Assessment of LGF3 Proposals in readiness for a Growth Deal submission in September 2016 (date to be confirmed)

6.4 European Management Group (EMG)

The European Management Group (EMG) meets quarterly and will continue to supervise the development and administration of the LEP's European Structural and Investment Funding Programme (ESIF). The EMG is not a decision-making body, rather it will provide recommendations on strategic fit to the Managing Authorities for ESIF, namely DWP (for ESF), DEFRA (for EAFRD) and DCLG (for ERDF). EMG has become a formal group at its last meeting on 8 March 2016

A Partnership review of the whole EU programme by government is currently taking place and an action plan will be communicated to the LEPs in July.

Planned actions in 2016/17:

- New Chair to be appointed or re-appointed for the EMG by June
- Contribute into the Partnership Review in March 2016

6.5 Action Groups

The Board is supported by five action groups which are each led by a chair from the private sector. Each group also includes at least one member of the Enterprise M3 Board. These action 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.

6.5.1 Enterprise and Innovation Action Group

The Enterprise & Innovation Group (EIG) meets quarterly and leads on all matters relating to Enterprise and Innovation with particular reference to the areas identified within the Strategic Economic Plan and EU Strategy.

The group scrutinises the activities and outputs arising from the Growth Hub, 5G and Local Growth Deal funded projects relating to Enterprise & Innovation. It engages with a wide range of employers, directly and through their representative bodies and sector networks, to ensure that their enterprise and innovation needs are understood and that they play as full a part as possible in the implementation of the Strategy.

EIG determines, through the Enterprise M3 Board, the allocation of any enterprise and innovation funding devolved to delivery partners. The Enterprise & Innovation board will review the deployment of the funds involved to ensure that the intended impact is being achieved and that a coordinated approach is being adopted that maximizes the impact of the available resources.

6.5.2 Global Competitiveness through People Board

The Global Competitiveness through People Board (GCP Board) drives the implementation of the Skills and Employment Strategy and championing new approaches to employers partnering both

with each other and with skills providers to create new dynamic approaches to anticipating and meeting future skills needs.

There are significant policy changes planned for the skills agenda, e.g. Area Review, AEB devolution, Apprenticeship Levy, the GCP Boards needs to be prepared to have a substantial input into shaping these policy changes in the local area. It is therefore proposed that the Terms of Reference and structure of the Board is reviewed to meet the forthcoming requirements.

6.5.3 Land and Property Action Group

The Land and Property Action Group brings together private sector property experts and public sector representatives from within the LEP area to thoroughly evaluate the nature of space on offer for both residential and commercial uses and the market dynamics in the Enterprise M3 area. The Group's main task is to promote the health and efficient operation of both the commercial and residential sectors. The priorities and work of the Group focus on; informing the LEP on supply, demand and take-up in the commercial property market, provide an effective forum for wider discussion on land and property related issues and the alignment of those issues with the SEP, as well as to identify future market opportunities in support of inward investment and business growth.

Four meetings of the Land and Property Action Group are to be held through the year.

6.5.4 Transport Action Group

The Transport Action Group (TAG) brings together public and private stakeholders to coordinate all transport related activities for the LEP, develop and recommend policies and action plans and oversee the development and delivery of transport projects that will support economic growth throughout the LEP area. The priorities and work of the Group are very closely linked to the transport activities outlined in Section 4, with its key role being to ensure the work of the LEP on transport maintains a business focus and the business membership of the Group is able to influence and steer strategic issues on transport and have a voice for more local considerations.

Four TAG meetings are likely to be held through the year, but this will be flexible and depend to an extent on the number of scheme Business Cases that need to be reviewed and the range of issues it is considered appropriate for the Transport Action Group to consider.

6.5.5 Rural Action Group

The Enterprise M3 Rural Action Group was reformed in 2015/16 to ensure its membership represented the broad geography and wide rural interests across Enterprise M3. John Jervoise of the Herriard Estate chairs the group with James Cretney as lead board member

The group comprises high level rural representatives covering the national parks, NFU, CLA, not-for-profit sector, Local Action Groups and private sector members. Hampshire and Surrey have both a local authority representative along with a rural member from the appropriate county rural forum. Formal terms of reference have been established for the group.

The group meets 3-4 times per year and maintains a focus on rural proofing the LEP's plans with respect to housing, transport, skills and enterprise and innovation. The group also provides oversight to rural planning policy, the LEADER programme and broadband/mobile connectivity in rural areas. The Rural Action Group is involved in deployment of EAFRD funding and allocation of project funding for rural activities

Planned actions in 2016/17:

- Review board membership of all groups (action groups and other board sub groups)
- Ensure each group has a clear set of deliverables
- Each action group to present a formal update on activities annually at a board meeting. These are planned as follows; Rural Action Group in July 2016, Global Competitiveness through People Board in September 2016, Enterprise and Innovation Action Group in November 2016, Transport Action Group in January 2017 and Land and Property Action Group in March 2017

6.6 Executive Steering Group (ESG)

The Executive Steering Group (ESG) offers peer support, expertise and advice on operational matters, including business planning, resource planning and budgets. The ESG is not a decision-making body but may be given delegated powers to review specific issues and sign-off arrangements. The ESG does not have a role in the allocation of funding.

Planned actions in 2016/17:

- Contribute to developing Financial Monitoring proposals and KPIs
- Contribute to developing Local Growth Fund processes and procedures
- Contribute to the refresh of the Strategic Economic Plan
- Ensure funding supporting partners (LAs, FE and HE) are consulted on broad financial allocations and organisation to support activities

6.7 Joint Leaders Board (JLB)

The Joint Leaders Board (JLB) brings together the elected leaders of the 16 partner councils within the Enterprise M3 area. The role of the JLB is to strengthen local authority collaboration in support of the LEP and to enable collective discussion and local authority representation on priorities and issues affecting economic development and regeneration in the Enterprise M3 area.

The JLB nominates the district level authority members to the Enterprise M3 Board. The Secretariat for the JLB will continue to be provided by Rushmoor Borough Council.

The JLB will meet every two months in advance of the Enterprise M3 Board meetings.

Planned actions in 2016/17:

- Review composition of the JLB after municipal elections on 5 May
- Consult with JLB on Local Growth Fund process
- Present a formal feedback on key achievements to the JLB once a year (September – TBC)

7. External Relations

7.1 Communications

The Communications Strategy has been reviewed and refreshed to incorporate the Stakeholder Engagement Strategy. The strategy gets out the reasons why communications for the LEP are essential.

Planned actions in 2016/17:

- Finalise Communications Strategy and refresh action plan on a quarterly basis
- Develop Business Engagement strategy and plan to connect with the Communications strategy
- Develop a Calendar of Activity
- Publish Annual Report in June 2016 and organise associated Annual General Meeting to disseminate LEP and partner achievements
- Plan and arrange the LEP annual conference in November
- Arrange MP briefings
- Continue to develop the website and social media as communications tools

7.2 Business Engagement

Business engagement has been set as the overarching objective for the Enterprise M3 team for 2016. A Business engagement strategy will be developed building on the extensive links already established by the team.

The strategy will enable the LEP to actively engage and work with businesses of all sizes, across all sectors and across all thematic areas as outlined in the Strategic Economic Plan.

We will continue to work collaboratively with business organisations and continue to support start-ups, growth and inward investment.

Planned actions in 2016/17:

- Develop Business engagement strategy and action plan by September 2016
- Link business engagement plan to further development of the Customer Relationship Management (CRM) facility on our website
- Identify the strategic priorities for business engagement in Enterprise M3 and identify our reasons for business engagement and the key stakeholder groups and issues
- Build a knowledge base about the organisations we want to engage with to develop a plan for engagement
- Develop the individual skills and organisational systems needed to engage effectively with stakeholders
- Plan and effectively carry out engagement activities with stakeholders.

7.3 Cross LEP activity / LEP Network

Enterprise M3 is involved in many Cross LEP transport projects, currently the main ones are the study on Strategic Transport Corridors and Heathrow expansion. We will continue to work closely with neighbouring LEPs on transport issues that affect the wider area.

We are supporting the University of Surrey in their work to respond to expressions of interest for both Buckinghamshire Thames Valley LEP and Thames Valley Berkshire LEP to establish a step out facility in these areas similar to the Basingstoke step-out facility we are currently funding through our 5G project. Further, we anticipate in the summer that we will work in collaboration with both of these LEPs to establish a cross-LEP ERDF call for 5G.

The Chair of Enterprise M3, the Director and other LEP staff will continue to take part in meetings of the LEP Network, and we will contribute to any queries and surveys as necessary.

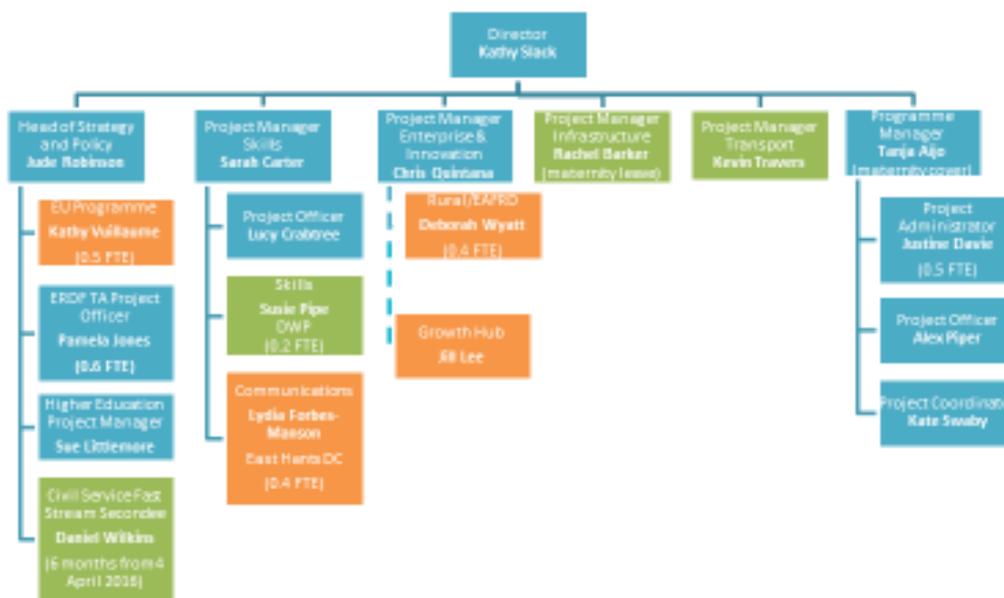
Planned actions in 2016/17:

- Contribute to various cross LEP transport projects and consultations
- Promote Enterprise M3 area alongside activity to promote wider Thames valley through joint activity such as London MIPIM event in October 2016
- Participate in LEP Network activities and respond to surveys within requested deadlines

8. Staffing

Enterprise M3 is currently recruiting three new staff members to further strengthen its team and reduce reliance on contracted experts.

We are currently finalising recruitments for a Head of Strategy and Policy, a Joint Project Manager for Higher Education and an ERDF TA Project Officer. Enterprise M3 is also getting a Civil Service Fast Track secondee to work with us for six months starting from April, to work on the Digital Task Force. An organisation chart including these changes is shown below.



Updated 15/08/2016



The growth of the team and the need to ensure that we properly represent Surrey as well as Hampshire is causing us to consider where we need drop-in space in addition to Winchester and Farnborough. We will look into options of having a satellite office in Surrey to aid staff and to attract more applicants from the north east part of the Enterprise M3 area.

Planned actions in 2016/17:

- Finalise three recruitments with aim to having new staff members in place by April 2016
- Identify training requirements of team particularly in assessment processes following Local Partnerships Review
- Explore the option of having a satellite office in Surrey

9. Other topics

9.1 Manydown / Western Basingstoke

Enterprise M3 leads the Education and Skills work stream for the Manydown / Western Basingstoke major development proposals. The aim of the work is to develop an approach to education and skills provision that engages key employers; provides flexibility for the education provision to evolve and develop; improves integration of education; and raises educational ambition across the whole of borough. The initial report on this activity was submitted to DCLG at the end of March 2016 and includes a recommended work programme for 2016/17. Subject to attracting further funding from DCLG, Enterprise M3 will continue to lead this work stream in taking this work programme forward. In doing so we will ensure close linkage with the wider economic development opportunities including business investment, infrastructure and housing.

Planned actions in 2016/17:

- Sit on the Steering group alongside Basingstoke and Deane and HCC to support the development of plans to take this initiative forward.
- Continue to lead the Education and Skills work stream to deliver the work programme set out in the March 2016 report.