

## Enterprise M3 Joint Leaders Board

Notes of a meeting of the Joint Leaders Board held on 23 January 2020

at Rushmoor Borough Council

### Present:

<b>Mel Barrett</b> (MB)	Basingstoke & Deane Borough Council
<b>Gill Kneller</b> (GN)	East Hampshire District Council
<b>Cllr Richard Millard</b> (RiM)	East Hampshire District Council
<b>Kathy Slack</b> (KS)	Enterprise M3
<b>Rachel Barker</b> (RB)	Enterprise M3
<b>Dave Axam</b> (DA)	Enterprise M3
<b>Sam Read</b> (SR)	Enterprise M3
<b>Cllr Caroline Reeves</b> (CR)	Guildford Borough Council
<b>James Whiteman</b> (JW)	Guildford Borough Council
<b>Stuart Jarvis</b> (SJ)	Hampshire County Council
<b>Cllr Rob Humby</b> (RH)	Hampshire County Council
<b>C Tetson</b> (CT)	Hart District Council
<b>Cllr Ken Muschamp</b> (KM)	Rushmoor Borough Council
<b>Karen Edwards</b> (KE)	Rushmoor Borough Council
<b>Cllr Ian Harvey</b> (IH)	Spelthorne Borough Council
<b>Tom Collier</b> (TC)	Spelthorne Borough Council
<b>Cllr Colin Kemp</b> (CK)	Surrey County Council ( <b>Chair</b> )
<b>Hannah Linsell</b> (HL)	Surrey County Council ( <b>Minutes</b> )
<b>Cllr Phillip North</b> (PN)	Test Valley Borough Council
<b>Roger Tetstall</b> (RT)	Test Valley Borough Council
<b>Tom Horwood</b> (TH)	Waverley Borough Council
<b>Richard Botham</b> (RiB)	Winchester City Council
<b>Cllr Lucille Thompson</b> (LT)	Winchester City Council
<b>Ray Morgan</b> (RM)	Woking Borough Council

### Apologies were submitted from:

Cllr Ken Rhatigan	Basingstoke and Deane Borough Council
Cllr Stuart Selleck	Elmbridge Borough Council
John Coughlan	Hampshire County Council
Cllr David Clifford	Rushmoor Borough Council
Joanna Killian	Surrey County Council
Oliver Harrison	Surrey County Council
Laura Taylor	Winchester City Council
Cllr John Ward	Waverley Borough Council
Cllr Paul Follows	Waverley Borough Council

## 1 Introductions and apologies for absence

CK welcomed the Board to Rushmoor BC.

## 2 Minutes of the Previous Meeting and Matters Arising

No comments – Board approved minutes from 21-Nov-19 as accurate.

**Action 1 – Distribute a list of attendees with email addresses to Board members. - HL**

## 3 Welcome from Rushmoor Borough Council - (Cllr Ken Muschamp)

Deputy Leader KM welcomed the Board to Rushmoor and informed that no fire drills were scheduled to take place during the meeting.

### Future High Streets Fund – Aldershot pilot

KM advised that Rushmoor BC had recently put forward a bid for 'Future High Street' funding which was sadly unsuccessful. However, KM explained that had exposed the need for investment not just in the North but also the South of England. KM handed over to KE to present the process which Rushmoor understood.

KE began by presenting the Aldershot pilot for the bid and discussed the Aldershot town centre. The community in Aldershot felt that their high street was unloved due to the amount of empty premises. KE explained that the opening of the Westgate centre in 2012 gave great promise but Aldershot town centre continued to be unsuccessful due to multiple ownership and low investment. KE added that advisors were bought in to assist with reviewing Aldershot town centre but they reported that Rushmoor BC were doing everything they could to improve the situation. However, once the retailer Marks and Spencer decided to leave the town this was the last straw for the community and Members.

KE explained that the decision was made to take control of the situation themselves and implemented an up to date Policy and Framework in place which worked alongside the LEP as Aldershot is a 'Step up' town which gave access to funding at the early stages. KE highlighted the sites within the town centre which were suitable for be development or refurbished opportunities. This enabled Rushmoor BC to begin an acquisition strategy to begin a £10m site assembly and investment plan for improving the town centre. KE explained that no external funding was required for the acquisition, the finances have been met through residue capital. KE explained that an unsuccessful town provides the opportunity to be open minded and where time and effort should be focused with their priorities and schemes. KE has put in place a supporting transition plan which will lead into a longer-term strategy to help create a future vision for the town that Members and the community can look forward to. To assist this, a local 'task force' and an 'Investing in resident' groups are taking place to communicate the town centre plan. This has meant there is support from the community to progress with the proposed plans.

KE continued to explain that the future story of Aldershot will be focused around arts and creativity digital which is an exciting development.

### Union Street

KE explained that Union Street will be a mixed scheme, in partnership with University of Creative Arts to bring student accommodation into the town. This is exciting for Rushmoor BC as it brings creative arts into the town and a good solution for the University as it cannot afford to build accommodation in Farnham. In addition to the accommodation, there will commercial space on the ground floor with a 'Makers Yard' and a space for container units. Rushmoor BC

have a vision but are also listening to local people to ensure a well curated space is provided but with a balance of need and tailorability.

#### The Galleries

The Council have been very supportive to bring forward this scheme and the plans were consulted on in December 2019 and KE is expecting the results of this soon. Around 800 units which should be transformative with regards to footfall.

#### Rail Station /Improved Public Transport

This scheme will be improving the hub of the town centre. KE added that the gun sculpture located directly outside the station, although in keeping with the town's military heritage, will be relocated.

#### Games Hub

Project with Rushmoor BC, HCC and the Rock n Pop Foundation to create a digital collaborative workspace in the town expected to open later this year.

#### **How to become a pilot**

The Institute of Place Management contacted RBC to ask them to be part of research project relating to high streets. The report produced was negative and highlighted areas of improvement which was implemented. Following this, an £8m bid was put through but was unfortunately unsuccessful. RBC requested feedback on how they missed out on this funding which KE explained.

**Action 2 – KE to share presentation with the Board which explains the key factors for what makes a good bid.**

#### Questions & comments:

- CK asked whether the local MP was kept informed during these developments. KE confirmed that they were contacted during the process.
- KS expressed the positive story and practical lessons shared by RBC. KS continued to praise the due diligence and challenge of the program managers.
- MB would like to keep in touch with KE regarding the importance of 'place' with Universities and keeping stake holders on side. MB added that the importance of listening to others and not just the Council is again, a really important lesson to share.
- CK are you liaising with the District and Boroughs with regards bringing students across from Farnham and ensuring it's a joined-up approach? KE confirmed that frequent meetings are taking place.
- RM is happy to share learning with KE on the process as the agreement could take significantly longer than expected.
- DA thanked KE for the presentation and shared that the Manchester LEPs are always asking themselves '*What happens next?*' and encouraged KE to continue thinking ahead.
- CR asked whether any indication was given from the experts of what type of retail outlets would work for Aldershot. KE explained that they tell you what would not work but it needs to make sense to the local space. Focus will be on curation and getting a

*feel* for the town. CK added that this project is *place shaping*, creating the experience, vision and footfall then the retail will follow.

- RM everything we're doing is reducing the retail and will discuss this with KE outside of the meeting.

#### **4 Enterprise M3 update on export and inward investment activity, with a focus on the Gaming Sector – Kathy Slack & Sam Read**

##### **Developing our Local Industrial Strategy – Kathy Slack**

KS shared and presented an update on current developments of the Local Industrial Strategy. Since the last meeting EM3 took evidence to Government and feedback was very positive. EM2 are currently waiting to hear what will come out next, this is expected at the beginning of February 2020.

KS advised that they are currently at engagement level and will be attending an April Summit. EM3 will be producing a document for the summit which will provide evidence of what work is currently being undertaken and will highlight areas which could be reduced. KS advised that this document would be shared with the Board following the summit.

KS discussed the summary which displays where the economy is. KS expressed that it is in a really good position and strong. This supports a very rich and productive local lifestyle economy such as restaurants, leisure etc which is interesting. EM3 know that business investment is driving innovation and very high levels of research and development in the area are coming from business not just from Universities.

KS provided a brief explanation of where EM3 are on Export Figures. The total value of EM3's services exports was £11.5bn, highest among LEPs, and equivalent to one third of the service exports generated by London. These numbers are high, especially in comparison to other areas. KS explained that it is important to be aware of where trade is and confirmed that the majority is from non-EU countries which gives a large advance.

KS continued to explain the issues to address, to work in a more coordinated way which are:

- Lack of Coordination
- Support to businesses who are new to exporting
- Awareness of all current schemes

KS shared a map of inward investment projects which are currently in development along with a chart which shows the number of inward investment projects over the past 6 years.

##### **Gaming – Sam Read**

SR joined EM3 in September 2019 as Games Sector Specialist having previously worked at the University of Surrey providing & delivering strategy to collaborative gaming industry, prior to this SR worked within the gaming sector itself in a business development capacity.

SR explained that the gaming industry within the UK is worth £5.7bn. Currently, the highest growth area in the gaming industry is the immersive technology sector. This includes virtual reality and technology which enables people to create immersive experiences.

SR shared a game development map which highlighted the main areas of the gaming industry, with Guildford showing as the 'epi centre' of gaming activity. SR explained that there is high potential opportunity for foreign investment in the future. SR wants EM3 to be top of the Government list for opportunities and investment in this industry. SR highlighted the successful gaming companies which are already located in Surrey & Hampshire.

SR continue to explain the benefits that virtual reality can have in healthcare sector. SR added that a University of Washington study reported that virtual reality was twice as affective than morphine when treating pain. SR added that the Royal Holloway are also exploring the use of prototypes of VR headsets in collaboration with their mental health research.

SR highlighted the skills which could be developed through gameplay and provided positive examples of national and local news stories. The games industry has a deeper impact than just entertainment perspective, but it also provides a significant drive for entrepreneurialism. SR highlighted eSports Ecosystems, focusing on 'Overworld' in Farnborough which is an eSports club founded by a YouTuber and provides a creative media gaming hub.

SR explained that he attended the Aldershot public consultation and how gaming could play as a catalyst for the regeneration of the town centre. The game sector in particular is a great way to tap into a local passion. SR discussed the 'Guildford Game Festival' which provides bridging public sector and the gaming sector to connecting each other. The event received around 1050 visitors with 95% of attendees rating this as a positive event.

SR emphasised that all Board members have a role to play to set the stage to tap into this growing industry.

#### Questions

- RW asked whether SR can assist with a small implementation of incubator centres. SR respond that this could be a possibility as the opportunity is there. CK added that the wider IT industry and the engagement with health and adult social care, is an emerging area which needs to be looked are. Not just the VR side but also the other technologies available and how it can work for these areas.
- KM mentioned that the Guildford Games Festival visitors reported wanting more space for the 2020 event. SR confirmed that Glive in Guildford have offered exclusive use of the venue instead of the smaller stall areas. SR continued to say that the bigger the event becomes then alternative venues may be looked at.
- LT Would there be interest in holding any additional gaming festivals in other areas such as Winchester? SR would like to grow a programme of ambassadors to grow the brand and to dedicate time to this.
- RM mentioned that Surrey University are world leaders within the sector with strong links to University's in America with research and learning of the science behind the applications. KE asked whether this is a formal route into gaming. SR explained that the industry has some obstacles to overcome in this area. The educational landscape for the gaming sector is not currently well respected. There is a science behind creating games and people need to be educated for a long time in order to be top programmers. However, careers such as Games Tester is also an avenue to gain experience. SR agreed that this is an important issue as it's an emergency industry and there is a skills gap. CK agreed that making sure that we create the place for business and the skills here that can feed into them as they grow.
- SJ is there enough capacity and ability to move data around within the comms infrastructure and moving this around quickly to meet demand? SR explained that it's an industry which is reliant on a strong network. Most of the barriers to this could be resolved with 5G technology as it's more reliable and easily available.
- CK added that the industry also has a role to play in this and changing its image and profile to a more positive message and what it can offer to the world. EM3 has the skills Board and bring in bring some of the industry leaders in to discuss what they want what they can offer so this can be joined up with Universities. DA added that work needs to be done with Government to make them see that gaming technology is diverse and not just for gaming.

## 5 Enterprise M3 update - Dave Axam & Kathy Slack

DA provided an update on the follow developments: (Report Attached)

- **Capital Programme**
  - RB confirmed that programme is working well and progress remains strong. In the last 6 months EM3 have contracted an additional £65m local growth fund schemes, this equates to 22 legal agreements.
  - On track to meet expenditure forecast
  - Meet the economic outcome set by the LEP
  - Looking to present work to the Board on the following:
    - Healthcare Project based in Guildford (real life environments)
    - Future towns innovations hub based in University of Southampton.
  - Independent evaluation of activity on Capital Programmes since 2014, the final report of this will be bought to the Board at a future meeting.
  
- **Board updates**
  - **Brian Woods** - Chairman of Federation of Small Business joined the Board for 1yr term.
  - **Tim Jackson** – Leaving after 6 years. Recruit process underway. Open recruitment process took place, Virginia Barrett was successful and appointed.
  - **Colonel Simon Browne** – Retiring from Army in August.
  - **Julie Baker** – Previously Co-opted Board Director. Now Simon has left, Julie has now become a full member.
  - **Jason Gagster** – Has left, no one yet appointed.
  - **Paul Hock** – Standing down in March.
  - **Vacancy** – Private Sector Board Director
  - **Dave Axam** – Chair of EM3 will be leaving from August. Advert going out in February.

CK asked whether anyone in the branches of the military within our area are looking to come onto the Board? DA is unsure who is taking over Simon Browne's role with the army and becoming a Board member would be part of that role.

DA added Government have highlighted they must have a Board of no more than 20 representatives, with majority in private sector and with 1/3<sup>rd</sup> of them being female (this will

change to half by 2023). Following the annual review, EM3 are on track to meet this framework and DA feels positive about these changes.

RM expressed that he may know someone who might be interested in the Private Sector Board Director position. **ACTION 3 – RM to speak with KS following the meeting to discuss this further.**

- **Annual Performance review**

DA submitted pre information. EM3 will be meeting with Government on 14<sup>th</sup> February. Feedback has been received:

- Governance – Requires Improvement (reason being diversity of the Board)
- Delivery – Good (will come down to money spent)
- Strategy – Met

KS explained there was a target at the time of submission to meet 26% of the Board to be female, EM3 hit 25%, by March it needs to be 1/3<sup>rd</sup> which KS is confident will be met.

- **Business readiness work**

Work started in September to assist business to prepare leaving the EU and EM3 continues to be the Cluster Lead which enables EM3 to collect business intelligence each week. Teams are currently working on scenarios of what actions needs to be taken each month depending on what happens with leaving the EU. The team are particularly working on resilience and terms of preparing for possible economic slowdown.

RB circulated a draft of the Chief Executive report which provides further details of the work EM3 are currently undertaking.

KS encouraged the Board to review the Agricultural Bill. The Bill is a robust approach which effectively incentivises farmers to give up land, this could provide an opportunity for environmental use.

- **Local Industrial Strategy (emerging Government priorities)**

DA explained that the LIS has two fundamental things in it, one being 'data driven' having the best data will enable EM3 to put the best case forward. The strategy would be to invest in those areas which are high growth such as industry sectors which have the potential to grow is key.

Discussion took place on levelling up and the importance of supporting the high growth industries as these global industries can choose to go and base themselves anywhere in the world.

Update on the LIS – DA confirmed that EM3 have the data, but this is a Government gated programme, EM3 cannot conclude the LIS.

## **6 Future work programmes discussion**

Document circulated prior to meeting with suggestive agenda items for future JLB meetings. CK asked for feedback on these proposed items. CK added that with the emerging programme with Government funding and out of the EU some additional topic may emerge.

RM raised that housing has fallen off the agenda. There is still a significant problem with affordable housing and felt that this needs to be discussed and addressed at the JLB. RM

added that there are high skilled and mobile workforce in our counties but how does the JLB support the others?

**ACTION 4:** CK agrees that this is an interesting topic for discussion and suggested inviting someone to talk with the Board and provide feedback and thought process. HL to add to future agenda. Titled - Place making and how affordable (to key worker housing).

CK asked whether there is anything in the LEPs critical that this balance of support must be achieved. DA confirmed there is not a state social element within the LEP regarding economic growth. DA added that if it's the lack of facility at Further Education, then the LEP can help with this.

CK added that the affordable housing is part of place shaping. We need the affordable housing unit to have the people to work in these industries to create it for people to go to. The level of 80% is incorrect labelling and as politicians and policy makers, we must highlight what level of affordable housing are we offering below this to bring these individuals in.

IH added that this item is important and the JLB should push employers to review apprenticeship schemes.

CK explained that this is a wider conversation as we focus on the LEPs for the funding but not always what conversations they can enable.

## 7 Nomination of Hampshire representative to PMG

(LT left the room for this agenda item)

One nomination received through for Lucille Thomson.

Board agreed with LT's CV and wide range of experience that she would be suitable to be Hampshire's representative to PMG. Board approved.

## 8 Closing remarks

CK thanked Rushmoor BC for hosting and asked for volunteer host next meeting. CK suggested hosting at Spelthorne. IH agreed to host.

### Dates of future meetings:

19-Mar-20	Surrey – Spelthorne BC
21-May-20	Hampshire (venue TBC)
23-Jul-20	Surrey (venue TBC)
17-Sep-20	Hampshire (venue TBC)
19-Nov-20	Surrey (venue TBC)
21-Jan-20	Hampshire (venue TBC)
18-Mar-20	Surrey (TBC)