

Enterprise M3 Board Meeting

1 October 2021

Chief Executive's Report – Item 6

1. LEP News

- 1.1. The results of the LEP Review are likely to be set out in the forthcoming Levelling Up White Paper which we expect at the end of October. We are also due to hear the conclusions of the Spending Review on 27th October.
- 1.2. Following the Government Cabinet reshuffle, the two Government positions most important to LEPs are now also EM3 MPs. As Secretary of State for Levelling Up, Housing and Communities, Michael Gove, MP for Surrey Heath, assumes responsibility for County Deals, the much-anticipated Levelling Up White Paper and the LEP Review along with Kwasi Kwarteng, Spelthorne MP, who remains as BEIS Secretary of State. A request to meet has been received positively by Michael Gove's office who are looking for a diary slot, and Kwasi Kwarteng's office are setting up a meeting for November. Other MPs who would like to meet are Dr Ben Spencer, Runnymede MP, Damian Hinds, East Hants MP (now Minister for Security & Borders at the Home Office) who has recently turned to the LEP for support on a COP26 local business event he is organising, Angela Richardson (who is now the PPS in the Department of Levelling Up Housing and Communities) and Jeremy Hunt.

2. Latest evidence on the economy and labour market

- 2.1. The powerpoint slides summarising this are being circulated to Board Directors under item 14, our guest from the Bank of England will be presenting headlines from the latest regional EM3 economic dashboard which are as follows:
 - EM3 area growth slows sharply in June/July 21 as "pingdemic" hits business activity
 - Growth in new orders has been slow for 3 consecutive months
 - Inflation hits highest level in 9 years in August 21
 - On employment, impact of pandemic has been significant but not as bad as feared - employment rate: 80%
 - Strong growth in activity to try to fill vacancies; persistent shortage occupations: nurses, carers, IT programmers, chefs, van drivers and more
 - The move to a Net Zero economy requires upskilling and reskilling in many sectors including construction, professional/scientific/technical and business administration

3. Growth Hub Activity

- 3.1. The Growth Hub is launching three new programmes this month. We have commissioned two delivery partners to deliver a comprehensive development programme for Female Business Leaders (she/her), Start-up Tech companies and Young Entrepreneurs (to 35yrs) client groups. Each programme will consist of two cohorts and will engage participants in 12 hours of action learning and 6 hours of masterclasses. The Growth Hub is working in collaboration with the UK Space Agency, NatWest Bank, Portsmouth and Royal Holloway Universities as partners and contributors.
- 3.2. All businesses will receive 18 hours of dedicated learning and those new to the Growth Hub an additional 12 hours of specialist coaching in line with our contract giving a total of 30 hours dedicated learning, support, advice and coaching.

4. Business Readiness/Cluster Activity

- 4.1. We have collated information regarding the different structures and initiatives of each Growth Hub in the cluster and continue to co-ordinate and share best practice to support Growth Hubs with the Peer Networks, the Net Zero campaign and the Help to Grow Management and Digital national campaigns.

5. European Funds

- 5.1. There is a separate report on European programmes for noting in board directors meeting pack. In summary:

- To date, our European Agricultural Fund for Rural Development programme has created a total of 59 new jobs, 16 new products, developed 11 new techniques, created 313,400 additional day visitors and 8172 additional overnight visitors to the rural tourism businesses supported in the EM3 area.
- We are responding to an audit on our European Social Fund technical assistance project which we anticipate will be completed by early October. We are finalising the closure activities of this project now that we have been paid the final claim.
- We have updated our promotional digital leaflets to reflect the recently contracted ERDF and ESF projects to highlight the benefits to potential beneficiaries. These are shared on our website and with project delivery organisations.

6. Trade and Investment

- 6.1. We are beginning to engage with Department of International Trade (DIT) account managers who hold relationships with major foreign owned businesses in our LEP area. This is to understand investment decisions taking place within these businesses, to understand barriers to growth and future opportunities. It will also build closer working relationships with DIT around delivering reactive inward investment to our region.
- 6.2. Proactively we are targeting and building relationships with key overseas markets through the embassy networks in London. This proactive engagement allows the LEP to provide first-hand business insight to trade and investment departments based within foreign embassies. By working directly with a strategic selection of foreign trade and investment teams we can highlight the core strengths of our LEP area and directly market investment opportunities. This engagement also provides a gateway for businesses in our LEP area seeking to trade into new markets. We have so far successfully met with the Italian Trade Agency, the Australian and Canadian embassies as well as built working relationships with The Indian Business Group to understand future trade and investment opportunities focused around our core sector strengths.
- 6.3. We have begun working with local authority partners to understand how we can work closer together & complement our collected efforts around delivering trade & investment within our LEP area. We are in the early stages of defining a clear process for the delivery of inward investment between all partners.
- 6.4. In August, the EM3 LEP received a new successful investment. The LEP has been working with the GH to respond to a Canadian Film and Special effects company, looking to expand in the EM3 region. Similarly, the LEP has been working with DIT post in NY and its DIT Partnership Manager to organise an ambassador's visit to Gartner's HQ in Connecticut. The LEP has also been working with Surrey County Council to support the relocation of a Science Innovation Centre into Woking Borough Council.
- 6.5. We have been engaged in HCC-led EU Interreg "Everywhere International SMEs (EIS2)" project, aimed at supporting SMEs across the southeast to export and internationalise post Covid19. The project, delivered with five European nations, complements DIT's Internationalisation scheme, and aims at influencing EM3 LEP's emerging Trade & Investment strategy. HCC and the LEP's focus will be "disruption of the supply chain in high-value sectors, post-covid". Workshops will be delivered by the LEP, with HCC, WSX Enterprise, and EM3 Growth Hub.

7. Sector Activity

Games

- 7.1. The first Guildford Games special interest group around equality, diversity and inclusion has been established by Enterprise M3. The Action Group consists of founder members from 6 different game studios including Electronic Arts and Supermassive Games. The group is responsible for creating activity and communication around EDI issues and encouraging local studio participation in relevant initiatives. The model developed by this group will be applied to other cluster issues in future.
- 7.2. The Guildford Games Festival has been announced for 6th December 2021 and while a Steam feature as in 2020 is unlikely, the event will again broadcast original industry insight videos to the public. Enterprise M3 helped to secure more than £50,000 of sponsorship for the event this year and 2021's GGF will feature a return of The Guildford Games Awards.
- 7.3. Enterprise M3 has been working closely with games industry charity Special Effect. The charity holds an event called One Special Day annually where game developers donate up to 100% of their revenue over a 24-hour period. With our assistance, the event will utilise the Guildford Games Festival Steam Sale model to raise record breaking donations and awareness. The funds will be used to provide individually adapted game controllers to people around the world with physical disabilities. Participation amongst Guildford's game developers is high, and they will benefit from new revenue outside of their donations from the 'bonus sale' period provided by the event.

Space & Satellite

- 7.4. We have been working with partners (HCC, SCC, University of Surrey, University of Southampton, Oxford Innovation, the South Coast Centre of Excellence in Satellite Applications) to submit a bid £80k to UK Space Agency, as part of the most recent UKSA Local Space Cluster Development Project. The project aims at enhancing the profile of the Surrey Hampshire Space Hub, while increasing trade & investment activity, driving FDI and generating prosperity and growth.
- 7.5. We has been working with partner in the space hub on careers & employability events for World Space Week 2021. Two events will bridge local academia (University of Surrey, Southampton, Portsmouth, Solent, Reading) with space stakeholders in the region, incentivising partnerships, generating opportunities, and facilitating knowledge exchange. There will also be sessions around careers in space.
- 7.6. The LEP has been liaising with the NEREUS Brussels Office, to explore how the Surrey Hampshire Space Hub can access the European network of space clusters and be an active associate member.

Animal Health

- 7.7. We launched on 15th September 2021, the Animal Health High Potential opportunity (HPO) . This was in conjunction with the DIT Agri-Tech team and University of Surrey's School of Veterinary Medicine, The LEP has already received meeting requests from DIT posts in Mexico, Brazil, India, & Australia/New Zealand.
- 7.8. Work is ongoing on organising an Animal Health – focussed careers & employability event, to take place in March 2022.
- 7.9. The LEP has been working with University of Surrey on a joint marketing strategy to promote the local Animal Health sector and the Animal Health Innovation Network internationally.

8. Clean Growth

- 8.1. There is increasing activity around the upcoming COP26 in Glasgow. There are plans for several events in the area which EM3 is playing a key role in.
- 8.2. Surrey County Council are running an event on transport decarbonisation in a rural county on the 10th November. The LEP will be a partner in delivering this. They have secured funding from the Greater Southeast Energy Hub which will mean it will be linked into COP26 in Glasgow.
- 8.3. On the 8th October Damian Hinds MP and his team are running a COP26 event in Alton. We are teaming up with GreenTech South colleagues to deliver the business session of the event. They also have Lord Deben, Chair of the Climate Change Committee, and Andrew Griffiths MP, Government Net Zero Business champion, speaking.
- 8.4. Alongside other LEPs, we will be promoting the Government's SME Climate Hub website which has a range of tools to help businesses reach Net Zero. Businesses have to pledge their commitment to reduce their emissions by 50% by 2030 and reach Net Zero by 2050 as a minimum. Reaching as many businesses as possible and helping them start their journey is an increasing role. We are also working with other partners to provide information and support to a wider range of businesses.

9. Enterprise Zones

Basing View

- 9.1. The business area won an award in the Business Park Innovation category of the Thames Valley Property Awards event for 2020. This award was part of the property awards held over from last year due to the pandemic.
- 9.2. Mountbatten House, which had been bought by Squarestone as part of their Growth LLP portfolio in 2019 and who had begun a refurbishment of the building, has been sold as part of a takeover by London & Scottish Investment Management through its Regional REIT property fund. The building has been the focus of local interest as the location for filming of a new Netflix series, Citadel, with the car park at Lower Basing View being taken over by film vehicles and equipment vans etc.

Longcross Park

- 9.3. Crest Nicholson notified us of the completion of the land sale comprising the remainder of the Enterprise Zone site on 10th September 2021 to the Aviva fund – Longcross General Partnership Ltd.
- 9.4. It has since been confirmed that Aviva Investors have leased the site to film and TV streaming and production company, Netflix. This adds significantly to our creative production base in the EM3 area.

Whitehill and Bordon

- 9.5. Homes England advised that they have received several expressions of interest in the TechForest site at Whitehill & Bordon and had moved the sale process to seeking sealed bids from the interested parties. No confirmation has yet been indicated.

10. Communications & Stakeholder Engagement

- 10.1. The LEP is actively engaging in the ongoing LEP Network England-wide campaign to highlight the importance and value of business-led LEPs to MPs and Ministers. EM3 is reflecting the LEP Network strategic messages under the #LEPFUTUREVALUE twitter tag as LEPs as strategy-setting, sector focused and offering tailored business support with underpinning values to advance: Net zero, innovation, business support, private investment, and skills. Examples of social media posts is attached at Appendix 1.
- 10.2. Our Comms Manager reports that to date EM3 has been one of the most active in this campaign in Catalyst South and, looking at the #LEPFUTUREVALUE tag, one of the most active LEPs in the country. Our eye-catching tweets and linked-in posts promote and link to case studies in our Annual Report and on our website. Particularly popular posts include a media release on “The EM3 Net Zero Business Support Service”, “The EM3 GH Start-up Tech Development Programme” and “The Female Business Leaders Development Programme” which has been shared and enthusiastically promoted by Romsey MP, Caroline Nokes, resulting in the first two registrations on the scheme.
- 10.3. Our invitations to engage with MPs/Ministers and introduce Michael have been successful. A recent meeting between our Chair, Chief Executive and Basingstoke MP, Maria Miller, took place at Desklodge. Maria spoke in glowing terms about the LEP to Michael recognising our work with business and partners in Basingstoke and beyond. She noted, however, that it was a shame more LEPs were not like EM3 and that this was influencing government thinking.
- 10.4. Successful and positive engagement with other key stakeholders took place with visits to Basingstoke and Test Valley local authority areas including meetings with senior officials and councillors, walking tours and, in Test Valley, extremely insightful visits to Ocado and Simply Health who gave very enlightening information about the use of technology.

11. Skills

- 11.1. The Office for Students’ Challenge Competition for short HE courses has caught the attention of some of our colleges and universities. The LEP is now working with them to identify and put forward potential courses that will help address local skills needs for sustainable construction; aligned with one of our transformational ambitions from our Skills Action Plan and Local Skills Report 2020/21.

12. Careers and Enterprise

- 12.1. We are reviewing delivery to provide a quality service to schools and colleges in our region, and in preparation for transition to a careers hub in the future.
- 12.2. We are engaging ‘Trailblazers in careers’ to help lead development and improvement of the service through consultation and continuous improvement to address the changing needs and priorities of education to keep careers on their agenda.
- 12.3. We are focusing on employer engagement to develop our value proposition to business and employers building futures project and are working with an employer advisory group to assist in this.
- 12.4. We are developing sector based work to provide events and/or activities that raise awareness and inspire young people.

13. Transport/Infrastructure

- 13.1. We have been working closely with Catalyst South partners to highlight the emerging economic effects of the pandemic on the local economies close to major airports in the south and to set out some possible responses. A report has been produced which analyses the latest evidence, highlighting the severe impact of the pandemic on the region’s Airport Towns in terms of job losses and that substantial commercial space is being vacated and replaced by other non-aviation uses.
- 13.2. A webinar was held, with participants from across the region which concluded that for these economies to recover there is an urgent need to innovate (decarbonisation/cyber security) building on strong regional capabilities in environmental technologies, advanced manufacturing/aerospace, ICT/AI and digital. Airport Towns are a critical part of the economy and there is a need for a unifying plan across the region. Whilst there has been a major crisis there are also great opportunities ahead.

- 13.3. With the publication of [Government's Transport Decarbonisation Plan](#) in July the LEPs Mobility and Transport Action Group (MTAG) met last month to consider how the LEP should respond to this and in where we can add value and support decarbonisation across the transport sector. The Plan highlights that Transport is now the UK's [largest](#) source of emissions, responsible for 27% of greenhouse gases in 2019.
- 13.4. Whilst the Plan is strong on intent, there is something of a gap between the policy contained in the Plan and its implementation, MTAG broadly agreed that it represents a great step forward to actually have such a Plan in the UK, with the ambitions within it. From a LEP perspective it was agreed that we would put together an Action Plan, which identifies which of these ambitions we are capable of contributing towards delivery. EM3 can also lead in coordinating actions with neighbouring LEPs and through Transport for the South East.

14. Approach to Future funding

- 14.1. The LEP has received £219m of capital funding in recent years through Growth Deals. Due to the way that the LEP has historically managed the funding through loans as well as grants, we have expected income from these loans over the next 10 years. As set out in the Appendix to the Capital Programme Update, this averages approximately £3m per year over that 10 year period. How best to make use of this future funding is a key strategic question for us, and we are therefore working with PMG and partners to develop an innovative approach to utilising the available future funding, that is consistent with our thinking about the future vision for EM3. An initial draft set of principles was discussed with PMG in September and we will provide a further update to PMG and the Board on our work to develop a proposed approach, in November/December.

15. Diversity

16. Julie Baker has met with Linda Cheung and Kathy Slack to set out some future areas of focus on diversity. Work is ongoing at looking at the make up of our current resident population and we are analysing other data to establish number of female owned business – about 1 fifth of all limited companies in our area. An update will be provided at the Board meeting.

17. Delivery Plan

- 17.1. The latest EM3 Delivery Plan dashboard is attached to this report at Appendix 2.

Kathy Slack - Enterprise M3 Chief Executive
24 September 2021

Enterprise M3 @enterprisem3 · Sep 2

The #zerocarbontour is heading to #Farnborough this weekend on route to the #zerocarbontour. Join @ThePlanetMark and @FullyChargedShw to hear how your COP26. Join @ThePlanetMark and @FullyChargedShw to hear how your business can reduce its carbon emissions and be part of the Race to Net Zero tour.planetmark.com @kevintr4vers @Farnborough_Int



Enterprise M3 @enterprisem3 · Sep 8

Catalysts for future growth, LEP business leaders have identified five core future values that must be taken forward if local communities and businesses are to genuinely feel the benefits of levelling up and local growth ow.ly/jxi50G69Vj #LEPFutureValue



Enterprise M3 @enterprisem3 · Sep 8

Enterprise M3 will have invested more than £21m in low carbon projects by the end of 2022, including £6m in electric charging points across #Surrey and #Hampshire

See how clean growth sits at the heart of our approach for the region: ow.ly/e25350G6az4 #LEPFutureValue



enterpriseM3
Delivering prosperity through innovation

EM3 will have invested more than £21m in low carbon projects by the end of 2022, including £6m in electric charging points across Surrey and Hampshire

www.enterprisem3.org.uk

Enterprise M3 @enterprisem3 · Sep 9

Our £160,000 funding towards the development of Hampshire's first Electric Vehicle and Hybrid Training Centre at @boot will train 800+ people over the next three years in the skills needed to support the move to #EV ow.ly/xW7850G6dgc #LEPFutureValue #netzero



Enterprise M3 @enterprisem3 · Sep 9

Our £3m #LocalGrowthFund investment in the Future Towns Innovation Hub @USSPark will support cutting-edge research to address the challenges of delivering sustainable, energy efficient towns of the future ow.ly/ZuXV50G6oKf #LEPFutureValue #netzero



enterpriseM3
Delivering prosperity through innovation

EM3 invests £3m to create net zero towns of the future

www.enterprisem3.org.uk

Professor David Sampson @ProfDDSSampson · Sep 10

The 'how' on decarbonisation and sustainability is a big need - well done EM3!

Enterprise M3 @enterprisem3 · Sep 10

We've launched our new Net Zero Business Support service with @EM3GrowthHub. This free service provides specialist information, tailored to your business on decarbonisation and sustainability. For more info or to take part, visit our website hubs.is/HOW-mrd0 #racetozero



Enterprise M3 @enterprisem3 · Sep 14

#Skills are the foundations on which businesses rely to achieve the innovation needed to drive our economy. Funded by Enterprise M3, in collaboration with colleges and universities, @ISVirtualCampus upskills and reskills employees for free ow.ly/vgch50G9M7N #LEPFutureValue



enterpriseM3
Delivering prosperity through innovation

Innovation South Campus reskills and upskills employees for free

Enterprise M3 @enterprisem3 · Sep 16

Students and healthcare professionals are benefiting from using the latest high-tech immersive technology as part of their training, following an investment from Enterprise M3. ow.ly/msl450G9NQV #LEPFutureValue #healthcare #skills



enterpriseM3
Delivering prosperity through innovation

EM3 supports VR tech to train students in health and social care

www.enterprisem3.org.uk

Enterprise M3 @enterprisem3 · Sep 17

#Gaming is a key growth sector in the Enterprise M3 region. That is why we are investing in the skills needed for tomorrow, co-funding the gaming curriculum at @Be_HSDC to support students into with industry skills ow.ly/C3850G9QRu #LEPFutureValue @Sreadology



enterpriseM3
Delivering prosperity through innovation

EM3 invests in gaming curriculum to support students into growth industry

www.enterprisem3.org.uk

Enterprise M3 @enterprisem3 · Sep 15

We have invested in the South's first #Esports training facility at @qmcollege Basingstoke - reflecting the ambitions of our Skills Action Plan to develop skills provision in specialist digital growth sectors ow.ly/Q4Wl50G9MUv #LEPFutureValue @Sreadology @the_psyentist



enterpriseM3
Delivering prosperity through innovation

EM3 co-funds south's first Esports skills facility

www.enterprisem3.org.uk

TheLEPNetwork @TheLEPNetwork · Sep 14

LEPs are enabling local businesses to take advantage of global clean growth opportunities and directly supporting them to make the transition to a net zero industrial future. #LEPFutureValue lepnetwork.net/news-and-event... @KwasikWarteng @scullyp @NeilDotO'Brien





ENTERPRISE M3

DELIVERY PLAN

2021-22

Strategy

Areas for the LEP to develop this year are:-

Revive & Renew
implementation with partners

Future Vision of LEP
development and implementation of the new model

Intelligence & Analysis

Enabling the delivery

To support the delivery of the strategic aims, the LEP has central support to ensure effectiveness and efficiency

Communications & Promotion

Contract & Procurement

Governance

Financial Management

Performance Management

Key delivery themes

Within each of the themes of Revive and Renew are actions and plans that the LEP will deliver. These include **thought leadership, convening, support to businesses, and capital projects**

Job creation and skills for employment

Digitisation and an ultra-fast digital infrastructure

Growth in our low carbon economy

Business-led innovation and international trade

Supporting our town centres

New Transport & Smart Mobility

Strategic relationships

A very important enabler of all of the work that is carried out by EM3 is partnership working.

Key strategic relationships include, for example:-

Catalyst South

South Central Cluster

TfSE

Heathrow Strategic Planning Group

Joint Leaders Board

'Cross cutting' programmes

In addition to the delivery themes, there are two further delivery programmes that cut across more than one delivery theme

Support to businesses: Growth Hub Service; Peer to Peer programme; EU programmes

Capital programmes: EM3 Capital projects; EZ, Getting Building fund

DASHBOARD SEPTEMBER 2021 UPDATE



INTRODUCTION

- The dashboard includes all deliverables and key performance indicators from the Delivery Plan. Deliverables are outputs from our projects (not activity we do on an ongoing basis/ business as usual activity). KPIs measure how well our services are performing. We have KPIs for the Growth Hub, Capital programmes, and the Careers and Enterprise Company.
- The dashboard provides progress for all deliverables and KPIs, and whether or not we are on track to deliver what we said we would.
- The RAG status provided for each deliverable is defined:–
 - Progress is on track and as planned
 - Slight issues or delay but plans in place to rectify
 - Issues or delays and currently no plans to rectify
- The majority of projects are on track, with only a few showing as amber, but with plans in place to address issues.
 - For example our work to establish a methodology to measure carbon emissions is on hold until the approach to future funding is approved, and the outcome of the LEP Review is known.
 - The Growth Hub is currently under-resourced due to staff leaving, meaning certain activities cannot be progressed. However performance remains high and mitigation is in place. A more complete picture of the KPIs will be in the December Dashboard
 - Some staff time has had to pivot to respond to new priorities, such as the LEP Review and County Deals
- Our KPIs are showing some looking very low, however this is likely due to timing of gathering data.
 - Actuals for the first quarter for the Capital Programmes show good progress for all outputs except apprenticeships and CO2 savings. We believe that the figure for apprenticeships reflects timing within the academic year. For CO2 savings, we understand that some projects are still putting in place their measurement methodologies and/or may not report until project completion. We will provide a further update on both of these outputs when Quarter 2 data is available
 - For the Growth Hub, a fuller picture will be available for the December Dashboard

DASHBOARD: STRATEGY & DELIVERY

Strategy and Comms

Key Actions and description	Progress	Lead	RAG	Due
CRM procured and embedded into the LEP/ Growth Hub operations	Complete	RS	G 	Q1
Outline Vision for the LEP to feed into the LEP Review	Engagement carried out with stakeholders to inform the focus for the future vision. Agreed at Board in May. Will inform future direction. Complete	SM	G 	Q1
Future vision and implementation Plan for the future LEP/GH	Awaiting the outcome of the LEP Review, however work continues to develop a business-led LEP/Growth Hub. Once outcome known (including expected timescales), implementation can be planned and implemented	SM	G 	Q3
Stakeholder Engagement mapping and Communications and Engagement Plan	Approach tested with Team, and now ready for roll out with each individual team, and the Board.. Comms and Engagement Plan will be developed following the mapping exercise	SL	G 	Q3
NEW: LEP Review communications campaign	A programme of activity has been developed and promoted across the LEP Network to reinforce the key activity and impact of LEPs	SL	G 	Q3
MP Engagement	Key meetings being arranged for Chief Executive and Chair to meet with the regions MPs to promote the impact of the LEP	SL	G 	Q3
Income Generation Strategy and Plan – to expand our business, to assist growth in our economy and aid the LEPs future financial stability	Phase 2 underway with stakeholder engagement and further development of options. Progress and recommendations for next stage being taken to RFAC	AB	G 	Q4

DASHBOARD: STRATEGY & DELIVERY

Digital

Key Actions and description	Progress	Lead	RAG	Due
Gigabit EM3 roadmap defined	Discovery phase to develop potential options for delivery and funding is well underway. Decision at PMG to commence soft market testing supporting a co-investment delivery option through a DBOM contract. New milestones can be reported following the Board decision confirming approach	KL	G 	Q3
Growth Hub “Digitisation” support offer developed	Update to be provided at the December Dashboard	JS	--	Q3

Clean Growth

Key Actions and description	Progress	Lead	RAG	Due
Clean Growth Pilot projects delivered (GBF Programme)	All projects complete	JP	G 	Q1
Clean Growth Pilot evaluation developed	The Clean Growth Pilot (capital) programme is nearly completed. Following practical completion then a light touch evaluation will take place.	JP	G 	Q3
Business support offer developed for green skills and clean growth	During Q1 we developed the Clean Growth Business Service in line with the Revive and Renew action plan. A new process was developed with the Growth Hub to identify businesses that are in the low carbon sector and/or interested in Net Zero. To date over 20 businesses have requested a 30-minute meeting for me to talk through the sustainability offer.	JP	G 	Q3
Develop Growth Hub offer – for businesses to diversify into low carbon market	New referral system established and in place to highlight this opportunity to businesses. In addition, we are identifying those businesses already working in the low carbon sector. This support is an area that needs developing as the new Clean Growth Business Service develops.	JP	A 	Q3
Establish a CO2 emissions methodology	Guidance updated in the EOI template last year. However, with the uncertain future funding a methodology has not yet been developed. Work can be planned with Clean Growth Forum, or a subgroup of, to develop once approach to future funding is agreed.	JP	A 	Q4

DASHBOARD: STRATEGY & DELIVERY

Smart Mobility

Key Actions and description	Progress	Lead	RAG	Due
Mobility and Transport Action Group reimaged	Meetings of the Group have been scaled back to monthly. Recent topic areas covered have been the Government's Transport Decarbonisation plan, the level of rail services that should be planned for in our area post-pandemic.	KT	G 	Q1
Contribute to the Surrey Infrastructure Plan (SIP)	Working with Surrey CC, are priorities are aligned around developing a programme to deliver schemes that will - grow a sustainable economy so everyone can benefit; enable a greener future; empower communities and tackle health inequality. This also links closely to the Surrey Place Ambition and One Surrey Growth Board, both of which we continue to be engaged in.	KT	G 	Q2
Support development and delivery of Airport Towns Event	The Catalyst South Airport Towns Event was successfully held on 15th July, highlighting the impact that the pandemic has had on local economies, employment and people beyond the immediate airport boundaries across the South East. This needs to act as a catalyst for change and will be followed up with Government and key influencers.	KT	G 	Q2
HSPG Economic Development Vision and Action Plan complete	The EDVAP refresh documents were refined setting out a direction of travel and the priorities emerging from that re-examination and introduces a work programme to give them effect through collaboration that can be fostered by HSPG.	KT	G 	Q3

Job Creation and Skills

Key Actions and description	Progress	Lead	RAG	Due
EM3 Apprenticeship & Skills Hub	Launched in Feb 2021, fully resourced with Sector Leads for Construction, Digital, Gaming and Low Carbon. (Levy) Transfer to Transform scheme launched and already attracted >£100k contributions.	JM	 Comp.	Q1
Business Ambassador Platform	Working with SUN to engage business ambassadors to the platform to give young people meaningful interactions and opportunity to learn about roles, career pathways and industries directly from people doing the job.	TT	G 	Q2
Employers Building Futures Campaign	Development of value proposition and programme for employers to sign up to to help young people be more informed about their future career choices and be prepared for the world of work.	TT	G 	Q2
National Centre for Sustainable Construction	Focus on retrofitting; setting up a network of relevant skills provision at advanced and higher levels. LEP involved in funding bids to create short courses at levels 4-6.	JM	A 	Q4

DASHBOARD: STRATEGY & DELIVERY

Trade & Investment and Sector work

Key Actions and description	Progress	Lead	RAG	Due
Space Hub Landscape Report	Completed in April 2021. It will be updated at the end of USKA Space Cluster Project No.2 in April 2022.	FC	G 	Q1
Plan developed to expand Games Cluster	First Guildford.Games special interest group established and now operational (EDI Action Group). Model to be replicated across other cluster development topics.	SR	G 	Q2
Plan developed to expand Space Cluster	Completed in August 2021 / Refined in September 2021, as part of the application to UKSA Space Cluster Development Project No.2.	FC	G 	Q2
Application to UKSA Local Space Cluster Development Project NO.2 (2021-22)	Submitted on 17th September 2021	FC	G 	Q3
Launch Space Hub	Launched in July 2021 at Space Comm Expo 2021	FC	G 	Q3
Deliver Animal Health HPO	Completed in August 2021. Launched on 15th September 2021	FC	G 	Q3
World Space Week 2021 – Businesses to academia / colleges & schools	Organised, to take place during first week of October 2021	FC	G 	Q3
Guildford Games festival	Announced in September, online event with in-person awards in December	SR	G 	Q3
Launch of Animal Health Innovation Network	Currently being organised, it will take place in November 2021	FC	G 	Q3
MOU signed outlining collective approach to trade and investment	Meetings between local authorities have taken place to discuss a collaborative approach to delivering inward investment across the LEP area. It was agreed regular monthly meetings will take place going forward to outline this and agree a delivery process.	Alex	G 	Q4
Trade & Investment proposition for EM3	Ongoing	Alex	G 	Q4
Investor portal on website	Ongoing	Alex	G 	Q4

DASHBOARD: SUPPORTING DELIVERY

Key Actions and description	Progress	Lead	RAG	Due
Annual Report published	Complete	SL	G 	Q1
Annual General Meeting held	Complete	SL	G 	Q1
New Chair appointed	Complete	JT	G 	Q1
Publish 2021-22 Delivery Plan	Complete	LD	G 	Q2
Mid Year Conversation: part of the formal review process	Date set for 30 th September.	LD	G 	Q2
Approach developed for future funding	Workshops held internally to develop draft core principles (based on learning from previous programmes) shared with PMG. Next step will be to develop in more detail and highlight practical examples. Review at November PMG and Board	LD	G 	Q3
Process Review programme: review our internal processes to ensure effective and efficient delivery	Initial reviews held to focus on Claims part of the process. Further engagement will take place prior to changes being implemented. A full end to end process review is currently on hold due to resource constraints and also the need to develop the future funding approach	LD	A 	Q3
Induction, Learning and Development Plan	Ongoing	AB	G 	Q4
Annual Performance Review	Will be scheduled for January/ February 2022	LD	G 	Q4

DASHBOARD: STRATEGY & DELIVERY

Growth Hub

The table below shows growth Hub projects that are not specifically part of Revive & Renew. These are Growth Hub Core Offer projects

Key Actions and description	Progress	Lead	RAG	Due
Peer to Peer programme	2 cohorts now in progress with another 7 to be completed by March 2022	JS	G ●	Q4
Pilot project: coaching service to female Business Leaders (she/her)	Appointed Delivery Partner	JS	G ●	Q4
Pilot project: coaching service to young entrepreneurs	Appointed Delivery Partner	JS	G ●	Q4
Peer learning group: space/ tech/ gaming businesses	Appointed Delivery Partner	PS	G ●	Q4
Diversity for businesses	In the conception phase. Initial research and analysis being carried out to inform the development of the service to be provided to businesses	JS	G ●	Q4

Growth Hub KPIs

The table below shows all KPIs for the Growth Hub. Remaining KPIs will be reported upon in December

Indicator	KPI	Q1-Q2	Q3	Q4
Total number of unique visitors to Growth Hub website	12,000	2530		
Total hours of direct business support	2,400			
Enterprises receiving high intensity support (HIGP)	180	56		
Referrals to core partners	120			
Increased Innovation	75%			

Indicator	KPI	Q1-Q2	Q3	Q4
Increased turnover	20%			
Job safeguarded	180			
National Framework				
Support provided by phone	3,500			
Support provided face-to-face (unique businesses)	300			
Number of businesses acting on advice	120			

DASHBOARD: CAPITAL PROGRAMMES

GBF projects, including projects currently under 'change request'

Projects	Total LEP funding	Completion due by	R/A/G
Gigabit EM3 Towns & Rural	4.5	Q4 21/22	G
Creative Tech Growth Booster	0.9	Q2 21/22	G
Vaultex Park, Ride & EV Charge	5.65	Q4 21/22	A
Future Towns Mobility Demonstrator	0.96	Q4 21/22	A Reporting underspend due to phase 2 no longer viable
Basing View 5G Living Lab	1.96	Q4 21/22	G
Blackwater Valley Gold Grid - Hampshire Public Transport Corridor	1.28	Q2 21/22	G
Workspace pilot – Chantry House, Andover	0.24	Q2 21/22	G
Electric Vehicle On-Street Charge Point Installation Pilot	0.47	Q1 21/22	G
Fleet Pond Green Corridor	1.4	Q2 21/22	G
Workspace pilot – Login Business Lounge, Camberley - GRANT&LOAN	0.2	Q1 21/22	G
Workspace pilot – Simpleworking Ltd - LOAN	0.3	Q1 21/22	R Project has not been able to confirm that it is able to proceed. Review point - November

EM3 Capital Programme projects still receiving funding in 2021/22

Projects	Total LEP funding	Completion due by	R/A/G
Brooklands College Weybridge Development - LOAN	0.5	Q1 21/22	G
Aldershot Regeneration Union Street East	1.2	Q1 21/22	G
Farnborough Growth Package (A325)	6.7	Q1 22/23	A Delays due to planning
Woking STP Phase 1	3	Q4 21/22	G
Guildford Sustainable Movement Corridor (West)	3.2	Q3 21/22	Funding withdrawn
Guildford Town Centre and approaches	0.7	Q2 21/22	G
Blackwater Valley Hotspots	2	Q3 21/22	G
EZ3 Longcross Discovery Building	1.9	Q4 21/22	G
Future Towns Innovation Hub	2.9	Q1 21/22	G
Fleet Town Centre Recovery scheme	0.3	Q1 21/22	A
North Downs Line	0.9	Q3 21/22	G

Unallocated funding available: £2.3m

Capital Programme KPIs

Output	2021-22				
	Target	Q1	Q2	Q3	Q4
Jobs created	642	183			
New homes	700	349			
New employment floorspace	6,770	2364			
Apprenticeships	400	13			
Learners supported	3,000	1220			
Create/refurb. learning floorspace	4,000	2524			
Buildings retrofitted	24	22			
CO2 savings (kg)	503,180	1578			

CAREERS AND ENTERPRISE COMPANY (CEC) KPIS

CEC KPIS

Target	KPI
Engage 115 schools and colleges with the CEC programme.	115 schools engaged with CEC
Maintain an EA match to education institutes in network	98% EA match
Education Institutes within network to achieve Gatsby Benchmarks	At least 2 KPIS An average of at least 4 KPIS
Education institutes within network achievement for Gatsby Benchmark One	40% to achieve 100% on Gatsby Benchmark One
Evaluation of events to receive an overall 'good' rating	Overall 'good' rating

Note: These are the KPIS for 12 months and are reviewed on a half termly basis